



**The Application Of The Herzberg's Motivation Theory On Employees'
Performance In The Five Stars Hotels In Cairo and Giza
(Hygiene Factors)**

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Abstract

The present study was designed to apply the Herzberg's hygiene factors on employees' performance in the five stars' hotels in Cairo and Giza. Hence, this study aims to determine the hygiene (or basic) factors that eliminate hotel employees' job dissatisfaction, and to enable hotel operators to better understand their employees' basic needs. Data was collected by using employee's questionnaire. A sum of 816 forms was distributed to five stars' hotels (21 hotels). The results showed that the Egyptian employee's choices for hygiene factors are very different from Herzberg's theory.

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Key Words: Motivation Theory, Herzberg's Hygiene Factors, Hotels, Employees' Performance.

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Introduction

The study of motivation is a core side of psychology and it is complex notions (McCabe, 2009), moreover, according to Hossain M. and Hossain A. (2012) explained that employees are the main force of any organization who gives much effort to assist organization's resolutions to act with a view to attain the organizational targets. Therefore, for organizations, employees are considered as an unsurpassed significant resource, and the task of motivation has become an important and indispensable part of any organization strategy.

The Objectives of the Research

Apply Herzberg's theory on hotel employees to determine the basic (or hygiene) factors that affecting their performance and offering recommendations that aim to better understand of basic needs for hotel employees.

Research Hypothesis

H1. Hygiene factors have a positive impact on hotel employees' performance and productivity.

Literature Review

The Concept of Employees Performance

Employees' performance means their capabilities and efforts in achieving the organization's expectations or goals and how the organizations assess these efforts in the form of job performance (Chiu, 2005). Bernardin (2007) stated that performance is defined as the register results produced on specified job task or activities during a given time. Also, Mawoli and Babandako (2011) regard it as the activities and behavior that employees participate in, and of course, contribute to organizational goals. However, it is a fact that any employee needs something to encourage him so that he is motivated to work at the best he can, hence, achieving the firm goals and objectives.



Employees Performance Improvement

Kingir and Mesci (2010) highlighted that today hotels need to increase their employees' performance and develop their services to remain standing in competitive world, because employees efficiency is one of the most significant factors that affect the success of hotel businesses. Muogbo (2013) added that employees' performance is important for the growth of both: organizations as well as individuals. Moreover, performance can be evaluated at all job levels such as: promotion, job rotation, job enrichments, etc.

Herzberg's Two-Factor Theory

Frederick Herzberg and his colleagues, Mausner and Snyderman, studied elements that affect job behaviours in their original study in Pennsylvania, America. Herzberg's two-factor theory is basically a theory of job satisfaction related to work motivation. Their study consisted of interviews with a group of accountants and engineers. They were asked to mention the times when they felt "exceptionally good" or "exceptionally bad" whether about their present or previous job. From their responses, Herzberg discovered two distinct groups of factors affecting motivation and performance (Chyung, 2005) and (Amstel, 2008).

Hygiene Factors

Iguisi (2009) and Ather et al. (2011) showed that the hygiene factors can help in maintaining and keeping a healthy atmosphere in the work environment, in more details, (Iguisi, 2009) and (Baah and Amoako, 2011) mentioned that the presence of these factors will not necessarily motivate the employees to work harder, but their absence can create an unhealthy atmosphere. These factors are as follows: salary, management policy, work conditions, supervision, work relationships, and security.

Salary

One of the most important reasons that make individuals work is "money", and it may be the most important reason for some of them, Armstrong (2006) stated that Herzberg and his colleagues have doubts or



uncertainty on money effectiveness because, they claimed, although the lack of it can cause job dissatisfaction, but its existence does not result in lasting satisfaction. Ivancevich (2007) pointed out that Herzberg concludes that even though changing the salary will not motivate, but, if it is not adequate or mismatched to employees needs, dissatisfaction will appear. Moreover, as mentioned by Panwar and Gupta (2012), in Herzberg's theory, money is seen as "hygiene" factor, and Herzberg rejects it totally as a motivator. In his theory, it is concluded that the absence of money causes dissatisfaction, while the presence of it does not satisfy. It just removes the source of dissatisfaction and makes the employee in a neutral state of satisfaction.

Otherwise, (Hong and Waheed, 2011) agreed with (Panwar and Gupta, 2012) added that money can be considered as an indicator, through it, employees can evaluate how much the management values their efforts. Therefore, Dobre (2013) asserted that money, as a key motivator, has a very important impact in establishing employees' efforts and commitment.

Job Security

As reported by Pattanayak (2006) when the employees are worried about their salary, safety, housing, and job security, a lot of efforts will be wasted by them in ensuring these needs, this is because employees cannot work well at all if security needs are not satisfied. Likewise, Şenol (2011) explained that Job security plays a significant role in both working and social life because it makes employees do not worry about their future, protecting social balance and values, and rising establishments' productivity. It is one of the most powerful motivation means, especially, in times of economic downturn. According to Zameer et al. (2014) organizations can enhance and increase their employee's performance by providing job security. Simply put, the default in employees' rights causing harmful effect on performance, high absenteeism rate, turnover intention, and it is also affects negatively on employees attitudes.



Working Conditions

Good working conditions is one in which individuals can and will work well, it helps them to provide their best performance and attain their highest potential in their jobs (Miller et al., 2007), Hyž (2010) explained that the term "working conditions" refers to the place where employees are performing their jobs. Basically, a top priority in the workplace is making sure that it is secure and safe for both employees and customers. Hence, the management must provide social rights and a safe workplace, especially in organizations related to production (like hospitality operations), the purpose of the safety rules and procedures is to minimize work accidents as much as possible in such operations (Şenol, 2011). In addition, the working conditions can affect the employees' performance, and also affect their physical and/or psychological condition. Rusu and Avasilcai (2013) emphasized that workplace must be a source of satisfaction for the staff, who intend to use their skills and efforts in order to attain high performance levels.

Level and Quality of Supervision

As mentioned by Sims (2004) the adequate communication and the proper cooperation between employees and supervisors is the best and first way to achieve high performance, employees' satisfaction, and pride a low turnover rate. Miller et al. (2007) demonstrated that the supervisor must support his employees with encouragement, advising, training, feedback, telling them what to do and how to do, also, what he expect from them accurately. All of these things provides a healthy work structure, decreases employees' mistakes, and builds their confidence and motivation. Moreover, Younes and El Baradei (2012) stated that supervision defined as "the supervisor ability to provide technical and emotional guidance and support with work related duties". Dobre (2013) illustrated that through adequate leadership the supervisor can motivate his employees, as leadership is the right method or technique to get the work done. In order to motivate the employees as well as getting work done successfully, the supervisor should gain the employees' trust and make them follow his directions.



Company Policy

As reported by Miller et al. (2007) in today's world it is important for all individuals, especially in hospitality operations, that everything they do must be in harmony with the hotel goals and must meet its rules and regulations. Jang (2008) opined that the organization management style have an effect on employee perceptions about their policies. Simply put, employees' satisfaction is affected negatively when their perceptions about these decisions are made depending on organizational politics only and without regard to any thing else. Furthermore, Danish and Usman (2010) urged that in hotel industry, the relationship between the management and employees are highly important, and this could effect indirectly on the entire industry.

Panwar and Gupta (2012) opined that management must comprehend what motivates their employees' performance. For hotel operations, motivating employees is a crucial subject; it is a challenge to motivate the employees, to retain them, and also to provide effective services which customers expect. Furthermore, Çetin (2013) urged that when employees are considered as trusted persons and as they a part of the organization, they will find the work environment more satisfactory, and consequently, motivation is attained. Additionally, if the management offered the opportunity for its employees to contribute in the organization, these normally will increase their satisfaction. Employee contribution can be by involving them in the process of decision-making. In contrary, if the employee is not allowed (in person, or at least in his position level generally) to be a part of the management process, he feels ignored and hidden dissatisfaction may appear.

Interpersonal Relations (Need for Acceptance)

A Dictionary of Human Resources and Personnel Management (1997) defined interpersonal relations as the art of communications, relations and dealing with others. On the one hand; if employees have good relations, good work atmosphere will arise. In other words, because employees play a vital role as a competitive advantage in today's world, therefore; it is



obvious that maintaining and nourishing employees' interpersonal relations have become important process to achieve work success (Vokić and Hernaus, 2004). On the other hand, for a lot of individuals a job fills some important and strong needs like the need to be with others, to belong, and to be accepted. Individuals whose social needs are unmet may not work well, or they may even encourage conflict and problems (Miller et al., 2007).

Stoetzer (2010) emphasized that interpersonal relationships have been related to various results, such as performance level and psychological distress, in addition to mental health like sickness absence, and depression. Accordingly, Şenol (2011) urged that employees' relations with both, peers and superiors, is a core key of any organization's inner strength, plus, good employee relations are an important element in overcoming work atmosphere negativity. Moreover, Burton and Hughes (2012) emphasized that work must be pleasant and fun place. Since most of employee's life is spent in it, the workplace must be a place that they love and enjoy going instead of fearing and hating.

Research Methodology

The research was conducted to reveal employees' opinion concerning the basic (or hygiene) factors of Herzberg's motivation theory on their performance as applied to Egyptian hotels. The research was conducted on a sample of five stars hotels in Cairo and Giza. The study depends on employees' questionnaire as a methodology tool for collecting data:

The Results

Validity and Reliability

For validity inquires, the questionnaire was piloted on a sample of 50 hotel employees to test its face and content validity. Corrected item-total correlations were used to measure the constructs of the study and its indicators. Indicator loadings between 0.3 and 0.80 in corrected item-total correlations are deemed to show that the retained indicators are valid for measuring the one construct in question (Netemeyer et al., 2003).



According to the results the following items were removed from the final instruments as, their Corrected item-total correlations were below (0.3).

- 1 The hotel applies rules and policies consistently and fairly and this motivates me to be productive and more efficient.
- 2 Safe and comfortable working conditions are a basic factor for me.
- 3 I feel that job security in the hotels sector is better than other industries; this motivates me to perform better.

For reliability of constructs, Cronbach's alpha coefficient and corrected item total correlation was calculated and exceeded 0.70 for all constructs and meaning that the questionnaire results are reliable (Hair et al., 2010).

Table (1): Reliability Statistics of Study's Constructs:

Dependent Constructs		Corrected Item-Total Correlation	Cronbach's alpha
Salary	S1	.650	0.820
	S2	.722	
	S3	.726	
	S4	.734	
Job Security	JS1	.646	0.780
	JS2	.688	
	JS3	.740	
Working Conditions	WC1	.535	0.720
	WC2	.669	
	WC3	.442	
Supervision	SU1	.636	0.840
	SU2	.523	
	SU3	.703	
	SU4	.869	
	SU5	.610	
Hotel Policy	HP1	.789	0.833
	HP2	.654	
	HP3	.664	
Interpersonal Relations	IP1	.636	0.727
	IP2	.772	
	IP3	.350	
	IP4	.326	
	IP5	.528	



Descriptive Analysis

The effect of Herzberg's hygiene factors on employees' performance

As illustrated in tables (2; 3; 4; 5; 6, and 7), overall the employees' perception of Egyptian hotels' hygiene factors of Herzberg's motivation theory was acceptable as the grand mean (4.46). Also, the table showed that the standard deviation (SD) for the variables was acceptable because there is no high values for the SD (SD ranges between .213 and .713), this means that the SD is clustered closely around the mean, and the data are dispersion around its mean. In more details:

The dimension of salary was highly appreciated by hotel employees (4.62) as shown in table (2); this disagrees with (Miller et al., 2007), they stated that money as a motivator has less importance than other factors such as achievement, recognition, responsibility, and interesting work. Respondents ensure that: fair salary (100% agree & strongly agree), monetary rewards (93.3%) and paying salary in prompt time (87.3%) will motivates employees performance within studied hotels, as salary is one of the main reasons which make them continue at the work (90.8%), this is in line with (Ivancevich, 2007; Yin et al., 2012; and Dobre, 2013) which clarified that in motivating employees, the focus has been on money as a motivator key, they asserted that money has a very important impact in establishing employees' efforts and commitment, and management must provide rewards system to support their employees to work hard and gain their loyalty.



Table (2): Descriptive Statistics of Hygiene Factors Constructs (Salary):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Salary								
When I get paid a fair salary this motivates me to perform better.	816	4.95	.213	0	0	0	4.8	95.2
When my salary is delayed, this affects negatively on my performance.	816	4.05	.684	0	4.2	8.6	65.6	21.7
Monetary rewards (in addition to salary) can bring out the best in employees performance.	816	4.81	.628	0	2.7	3.9	2.9	90.4
My salary is one of the main reasons which make me continue at the work.	816	4.68	.713	0	2.7	6.5	10.5	80.3
Grand Mean		4.62						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Job security showed a satisfactory result for employees motivation (4.85) (see table 3); as the feeling secure about employees' future and stability is important factor in accepting hotel work (99.5% agree & strongly agree), besides, (99.9%) of employees believe that adequate job security is important factor affecting in motivation, and encourages them to perform better, this totally agrees with (Pattanayak, 2006; and Zameer et al., 2014), they demonstrated that when security needs are not satisfied, employees cannot work well at all, and they considered it as one of the most influential means of motivating employees. Moreover, job security helps employees do not worry about their future and increasing organizations' productivity. In addition, if there is a default in their rights (such as social and medical care, compensation, etc.), will affect their performance negatively (95.8%), which is consistent with (Zameer et al., 2014) that default in employees rights causing harmful effect on performance, turnover intention, and absenteeism. While (Şenol, 2014) disagrees with them and pointed out that job insecurity might affect in the opposite way because it motivate employees to make themselves more



worth and valuable to the organization by performing better and being less absent.

Table (3): Descriptive Statistics of Hygiene Factors Constructs (Job Security):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Job Security								
Feeling secure about my future and my stability in the hotel is important factor in accepting work.	816	4.81	.413	0	.2	.2	17.3	82.2
If there is a default in my rights (such as social and medical care, compensation, etc.), my performance will be affected negatively.	816	4.81	.618	0	3.7	.5	6.6	89.2
I believe that adequate job security is important factor affecting in motivation, and encourages me to perform better.	816	4.92	.283	0	0	.1	8.2	91.7
Grand Mean		4.85						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Working conditions dimension evaluation revealed a positive result (4.42); as most of respondents (agree & strongly agree) highlighted the importance of reducing the difficulty encountered on the job (99.6%), good work environment (99.8%), and ergonomic design for the work place (99.8%) in helping employees to use their abilities and achieving high standards of performance, this results agrees with (Kahya, 2007; Miller et al., 2007; and Yin et al., 2012), they indicated that a positive work conditions is one in which employees can and will work productively, in which they can do their best performance and achieve their highest potential in their jobs. See table (4).



Table (4): Descriptive Statistics of Hygiene Factors Constructs (Working Conditions):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Working Conditions								
My performance is affected negatively by the difficulty encountered on the job (such as the risk of getting burn or injured, ovens heat, carrying heavy things, stand for longtime, etc.).	816	4.19	.400	0	0	.4	80.5	19.1
Good work environment impacts my motivation and increases my performance.	816	4.38	.488	0	0	.1	61.6	38.2
Ergonomic design for the work place helps me to use my abilities and achieving high standards of performance.	816	4.70	.469	0	.1	.1	29.3	70.5
Grand Mean		4.42						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Supervision dimension evaluation revealed a positive result (4.17); as most of respondents (agree & strongly agree) highlighted the importance role of supervisors to encourage employees to talk about any problems and listening to their suggestions (95.2%), and takes employees' personal needs into consideration (99.7%). In order to increase employees' performance, supervisors have to support and advice (82.7%), trust employees (91.4%), and uses energetic language with inclusive terms (94%) to motivate employees' performance. This result agrees with (Forsyth, 2006; Burton and Hughes, 2012; and Yin et al., 2012) that it is very difficult to motivate employees if the supervisor do not care about them, furthermore, he must pay attention to what the employees want to talk because this encourages them to explain their ideas and increases their self confidence. See table (5).



Table (5): Descriptive Statistics of Hygiene Factors Constructs (Supervision):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Supervision								
The supervisor who encourages me to talk about any problems and listening to my suggestions is important thing to continue at work.	816	4.01	.323	0	0	4.8	89.6	5.6
The supervisor who takes my personal needs into consideration motivates me to provide better performance.	816	4.86	.359	0	0	.4	13.4	86.3
My supervisor's support and advices help in motivating me and improving my performance.	816	3.88	.612	0	4	13.2	73.3	9.4
My supervisor's trust motivates me to perform better.	816	4.00	.437	0	.4	8.2	82	9.4
When my supervisor uses energetic language with inclusive terms, such as "we", "us", and "our", increases my performance.	816	4.10	.479	.1	.2	5.6	77.8	16.2
Grand Mean		4.17						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Hotel policy construct showed a satisfactory result for employees' motivation (4.64) as demonstrated in table (6). Hotel employees will consider the hotel policies to accept the work in such hotel (99.5%), according to the opinions (95.3%) of employees, the use of tough or hard policy all the time in dealing and/ or managing work issues this will influence their performance negatively. This is in line with (Jang, 2008; Danish and Usman, 2010; and Yin et al., 2012) they illustrated the importance of management style and its policies on employees and how these policies can support and motivate their performance. On the other hand, linking the rewards policy with performance evaluation measures motivates employees to achieve high standards of performance (99.3%),



which is consistent with (Dreher and Dougherty, 2007) opinion that the performance evaluation is important in management decisions to support salary increases and rewards policy.

Table (6): Descriptive Statistics of Hygiene Factors Constructs (Hotel Policy):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Hotel Policy								
Hotel policies (such as hiring, promotion, compensation and rewards system, etc.) are important to me, and I put it into consideration when accepting the work.	816	4.68	.478	0	0	.5	31.1	68.4
When the hotel use tough or hard policy all the time in dealing and/ or managing work issues this will influence my performance negatively.	816	4.62	.592	.1	.2	4.3	27.8	67.5
Linking the rewards policy with performance evaluation measures motivates me to achieve high standards of performance.	816	4.60	.504	0	0	.7	38.1	61.2
Grand Mean		4.64						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Interpersonal relations dimension evaluation revealed a positive result (4.07); as most of respondents (agree & strongly agree) highlighted the importance role of having good relation with peers (98.2%), in order to have enjoyable when working with others (78.1%). Improving employees' performance is a result of good work relationships (98.6%), and peers competitions (95.5%), additionally; the absence of work relations causes difficulty in continuing on hotel's job (94.4%). This result agrees with (Vokić and Hernaus, 2004; Miller et al., 2007; and Şenol, 2011) which clear that the employees good relationships is essential for the organizational success, and also for overcoming negativity in the workplace. See table (7).



Table (7): Descriptive Statistics of Hygiene Factors Constructs (Interpersonal Relations):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Interpersonal Relations								
I think that a good relation with peers is an important and essential factor in overcoming negativity in the workplace, and improving the performance.	816	4.11	.378	0	.1	1.7	84.8	13.4
The absence of interpersonal relations in the work causes a difficulty in continuing on it.	816	4.03	.389	0	.1	5.5	85.2	9.2
I enjoy working with others more than working alone.	816	3.89	.638	.4	1.3	20.2	65.1	13
The competition with my peers motivates me to improve my performance.	816	4.04	.365	0	.1	4.4	86.9	8.6
The good work relations can be turned into motivator to better performance.	816	4.28	.497	0	.5	.9	69.1	29.5
Grand Mean		4.07						
Grand Mean for all Constructs		4.46						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Employees Choice For Basic Factors Must Exist at Work Results

As illustrated in table (8), overall the employees' ranking of basic factors must exist at work. In more details, the factors which are evaluated respectively, as important and very important factors according to their scores are:

1. Salary (100% important & very important).
2. Adequate job security (100%).
3. Nature of the work (96.1%).
4. Hotel policy (95.6%).



On the other hand, the highest majority of hotel employees ranked other factors as unimportant at all or unimportant as their scores ranked from (1.45) to (2.34).

Table (8): Descriptive Statistics of **Basic** Factors Must Exist at Work:

Constructs of the study	N	Mean	SD	Unimportant at all %	Unimportant %	Neutral %	Important %	Very important %
Salary	816	4.96	.200	0	0	0	4.3	95.7
Job security	816	4.94	.233	0	0	0	5.8	94.2
Nature of the work	816	4.76	.640	.9	1.6	1.5	12.5	83.6
Hotel policy	816	4.67	.558	0	0	4.4	24.6	71
Recognition	816	2.34	.812	4.2	73.5	8	12.7	1.6
Supervision	816	2.24	.841	8.7	75.1	.9	14.2	1.1
The opportunities for personal growth and advancement	816	2.16	.739	9.3	75.9	6.1	7.4	1.3
Relationship with peers	816	2.00	.716	18	70.2	5.6	5.5	.6
Working conditions	816	1.91	1.044	41.7	42	1.1	14	1.2
Work achievement	816	1.60	.875	58.3	29.9	5.6	5.4	.7
Job responsibilities and empowerment	816	1.45	.901	74.8	13.2	5.4	5.6	1

SD = Standard Deviation 1= Unimportant at all 2= Unimportant 3= Neutral 4= Important 5= Very Important

Hypothesis testing

To test the regression model, table (9) outlines the construct corrected item-total correlation, Tolerance, Variance Inflation Factor (VIF), and Cronbach's alpha. Looking at Corrected Item-Total Correlation statistics, the revealed values of all constructs are between, 0.30 and 0.80 which is evident of construct validity. In total and from table (9), considering Cronbach's alpha, all values of Cronbach's alpha are greater than 0.70. For normality, Tolerance values for all items are less than (1), Variance



Inflation Factor (VIF) values are less than 10, and the findings are reliable (Pallent, 2007).

Table (9): Statistics of Study's Constructs:

Dependent Constructs	Corrected Item-Total Correlation	Tolerance	VIF	Cronbach's alpha
Salary	.650	.411	2.431	0.820
Job Security	.646	.456	2.195	0.780
Working Conditions	.535	.897	1.114	0.720
Supervision	.636	.758	1.320	0.840
Hotel Policy	.789	.896	1.117	0.833
Interpersonal Relations	.636	.816	1.225	0.727

The Model Results

A) Evaluating The Model

The model summary table (10) presents the values of R, R^2 , adjusted R^2 . our model will deal with adjusted R^2 value, as it gives the most useful measure of the success of the model.

Table (10): Model Summary:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.621	.618	.474

a. Predictors: (Constant), interpersonal, work condition, Supervision, Hotel Policy, security, salary

The model revealed that the value given under the heading adjusted R^2 (Adj R^2) was (.618). This means that our model (which includes hygiene factors as independent variables, and employees performance as a dependent variable), explains 61% (Adj R^2) of variance in perceived employees performance. To assess the statistical significance of the result, it is necessary to look in table (11) the regression conceptual model is used to measure the causal relationships among the constructs. It is found that the model components have a significant effect on improving employees performance ($F=220.464$ and $p<0.01$). The results revealed



that one or more components of the regression model have a significant effect on improving employees' performance and productivity.

Table (11): Significance of Regression Model For The Hypothesis:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	297.159	6	49.526	220.464	.000 ^b
	Residual	181.738	809	.225		
	Total	478.897	815			

- a. Dependent Variable: The nature of hotel work allows me to improve my performance and abilities, and this motivates me to be more creative
 b. Predictors: (Constant), interpersonal, work condition, Supervision, Hotel Policy, security, salary

B) Evaluating Each of Independent Variables

The next step to be done is identifying which of the variables included in the model contributed to the prediction of the dependent variable. This information was illustrated in figure (1) the findings revealed that five out of six sub-hypotheses measured in the study are supported and the factors involved in this study are significantly affecting the employees' performance and productivity. However, the independent factors have different effect on the employees' performance and productivity. The interpretation of positive effects reflects how employees evaluate their performance and productivity.

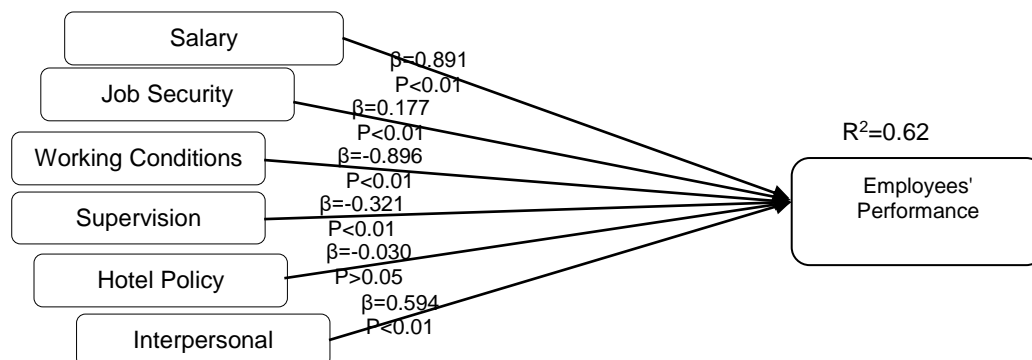




Fig. (1): The Regression Model of The Herzberg's Hygiene Factors Affecting Employees' Performance.

Respondents perceive three constructs out of six to have positive effect on the performance and productivity of hotel's employees. The salary content is positively affecting employees' performance and productivity within Egyptian hotels ($\beta=0.891$ and $p<0.01$). This construct depicts the importance of fair salary, monetary rewards, and paying salary in prompt time and how this supports the performance and productivity of hotel's employees. Furthermore, the job security of the hotel is found positively affecting the employees' performance and productivity ($\beta=0.177$ and $p<0.01$), this construct reflects how important the job security component are features to the employees performance in a way they feeling secure about their future and stability, adequate job security, and employees' rights. The interpersonal relations, in terms of having good relation with peers, having enjoyable working environment, good work relationships and peers competitions, has a positive impact on the employees performance ($\beta=0.594$ and $p<0.01$).

On the other hand, two constructs were perceived negatively affecting the performance of the hotel employees, these are: working conditions ($\beta=-0.896$ and $p<0.01$), and supervision ($\beta=-0.321$ and $p<0.01$).

After reviewing the results of (H1), it could be stated that the hygiene factors affecting positively on employees' performance with a percentage of 61% (as the Adj R^2 was .618). Furthermore, the results showed that the significant effect comes from three factors:

- "Salary" ($\beta=0.891$ and $p<0.01$): this is means that the increase in the salary by 1 unit affecting on performance by 8.9 units. This matches with what (Ivancevich, 2007; and Dobre, 2013) mentioned that money has a very important impact in establishing employees' efforts and performance.
- "Job security" (1 unit affecting by 1.7), this result agrees with (Zameer et al., 2014), they indicated that the organization can increase their employee's performance by providing job security. In more details, the



default in employees' rights causing harmful effect on performance, high absenteeism rate, turnover intention, and it is also affects negatively on employees attitudes.

- "Interpersonal relations" (1 unit affecting performance by 5.9), which is consistent with (Stoetzer, 2010; and Şenol, 2011) opinion that the interpersonal relationships have been related to various results, such as performance level and psychological distress, moreover, it is a core key of the organization's inner strength.

The result of (H1) also in line with the current study results which demonstrated the significant effect of hygiene factors on employees' performance (as demonstrated previously in tables 2; 3; 4; 5; 6, and 7).

Recommendations

Recommendations For Hotels Executives

1. The hotels should pay attention to the amount of salary and the annual raising, and relating them to performance evaluation, as the salary play a significant role in motivating employees' performance.
2. The hotels must pay attention that any default in job security elements, especially the instability of employees, causing harmful effect on performance, turnover intention, absenteeism, loyalty, and morale.
3. The hotels have to stress on the important role for supervisors support, advice, trust, and care of employees' needs, in motivating and enhancing their performance. Besides, this encourages them to explain their ideas and increases their self confident.
4. The hotels must bear in mind that using tough policy all the time has a negative impact on employees' performance and their loyalty.
5. The hotels should reconsider the 12% service, and increase it to 15%, in addition to activating the number of working hours which prescribed by law, or activate the overtime bonuses.



Recommendations For The Egyptian Ministry of Tourism

1. The Egyptian ministry of tourism, in collaboration with hotel operators, should review employees situations (such as raising basic salaries, increasing the 12%, retired rewards and salaries or pensions, etc.) to prevent the negative effect in crises periods, to protect employees rights, and maintain a secure life for hospitality employees and their families.
2. The implementation of the effective control as well as making sure that all hotels apply the law of labor thoroughly.

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الملخص العربي

تطبيق نظرية التحفيز لهيرزبرج على أداء العاملين في فنادق الخمس نجوم بالقاهرة والجيزة (العوامل الصحية)

تطبق الدراسة نظرية التحفيز لهيرزبرج على أداء العاملين في فنادق الخمس نجوم، وتهدف إلى معرفة العوامل الأساسية التي تؤثر على أداء العاملين وتساعد في القضاء على الشعور بالإستياء من العمل. إنتهت الدراسة إلى توصيات من أهمها: (١) ينبغي على الفنادق الإهتمام بمقدار الراتب والزيادات السنوية، وربطهم بتقييمات الأداء نظراً للدور الكبير الذي يلعبه الراتب في تحفيز الأداء (٢) ضرورة الإنتباه إلى أن أى تقصير في عناصر الأمن الوظيفي، وخاصة عدم الإستقرار والتنشيط، يسبب أثراً شديدة الضرر على كل من الأداء، معدل الغياب ودوران العاملين، الروح المعنوية لهم، والولاء للفندق (٣) ضرورة القيام بالتأكد على الدور الهام للمشرفين لتقديم الدعم والمشورة وأخذ إحتياجات العاملين الخاصة بعين الإعتبار، وتشجيعهم على طرح أفكارهم مما يزيد من ثقتهم بأنفسهم ويحسن أدائهم (٤) عدم إستخدام السياسات الصارمة كل الوقت لما لها من تأثير سلبي على أداء وولاء العاملين للفندق (٥) التوصية لدى وزارة السياحة، بالتعاون مع إدارات الفنادق، لإعادة النظر في أوضاع العاملين كزيادة الرواتب الأساسية، زيادة نسبة الـ ١٢%، مكافآت ورواتب التقاعد، إلخ (٦) التوصية لدى وزارة السياحة بتنفيذ الرقابة الفعلية والتأكد من تطبيق الفنادق لقانون العمل بشكل كامل.