Assessing the Impact of E-Democracy on Enhancing Quality of Work Life at the Egyptian Travel Agents

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Abstract

The Organizational context has several variables which affect the interaction between employees and management. E-democracy represents the exponential growth in communication technologies that support employees with access to information and decision-making process. Quality of work life reflects the reciprocal relationship between management and employees which enriches the work experience. Job satisfaction and supportive work systems represents the essence of quality of work life. This study provides a theoretical framework to the idea of e-democracy and quality of work life within the Egyptian travel agents. Moreover, it enables stakeholders to understand the relationship between e-democracy and quality of work life and what procedures should be taken about these variables. This study aims to investigate the relationship between e-democracy and quality of work life in Egyptian travel agents. Regarding methodology, this study used the descriptive methodology to achieve the research objectives. Five Likert-scale Questionnaires were distributed on a sample of employees to gather the primary data. Results illustrated a significant correlation between e-democracy and quality of work life in Egyptian travel agents. Moreover, regression analysis demonstrated that only two dimensions of e-democracy has a significant impact on quality of work life in Egyptian travel agents.

Keywords: E-democracy, Egyptian Tourism, Quality, Work life.

Introduction

Over the last decades, the internet has paved the way for a massive development of Information and Communication Technologies (ICT). This development changed the shape and structure of societies and transformed its nature into information societies. The new nature of

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societies affected individuals who became more interested in getting information through several technological applications (Ainsworth, Hardy and Harley, 2005; Thomas, Streib, 2005; Hujran, Abu-Shanab and Aljaafreh, 2020).

Accordingly, new concepts have appeared such as; E-government and E-democracy. E-government represents the services which are provided to citizens through ICT. While, e-democracy refers to citizens who use ICT to gain access to information and participate in decision making process. E-democracy is a practical concept which found its way through different levels at governments and organizations (Lee, chang and Berry, 2011; Balog and Badurina, 2017).

On the other hand, the concept of quality is considered to be a revolution which had significant impacts on several aspects of our life. The beginning of the quality concept focused on improving production processes to satisfy customers' needs. After that, at the 1970s, stakeholders started the first attempt to conceptualize a new concept which is the quality of working life (QWL) (Koohbanani, Zarei and Erfani, 2018; Srinivasaiah. Renuka and Nanjundeswaraswamy, 2021).

Moreover, employees in any organization, try hard to make a balance between their work and social life. Thus, management has a great responsibility to provide their employees with high levels of QWL. Unlike quality management which focuses mainly on the physical aspect inside organizations represented in the production process, QWL focuses on the human aspect of employees through several items. These items such as; job satisfaction contributes significantly to improving employees' well-being and commitment to their organizations (Lee, Back and Chan, 2013; Dechawatanapaisal, 2017; Rashmi and Kataria, 2021).

Research Aim

This study aims to investigate the relationship between e-democracy and QWL in Egyptian travel agents. This aim will be achieved by verifying these objectives:

1- Discuss the relationship between e-democracy, (a) Democratic culture, (b) Information sharing, (c) Shared leadership, (d) Self-criticism and dynamism, (E) Training and education and QWL in Egyptian travel agents.
2- Determine the impact of e-democracy, (a) Democratic culture, (b) Information sharing, (c) Shared leadership, (d) Self-criticism and dynamism, (E) Training and education on QWL in Egyptian travel agents.

Literature Review

This item is divided into two main parts. The first one is about the construct of e-democracy which includes its concept and dimensions. Likewise, the second part includes the construct of QWL, its concept and dimensions. The previous parts are discussed as follows:

E-democracy

The notion of democratic organizations extends back to the ancient Greek civilization which established a democratic system named polis. The ideas of Greek civilization represented the backbone of the western political life in the late 18th and the 19th centuries. Therefore, it is evident that the concept of organizational democracy which developed later to e-democracy came from political background (Ahmed, Adeel, Ali and Rehman, 2019).

E-democracy could be defined as the technological development which enable employees to gain access to information and make better communications with their peers and supervisors (Watson, Schwartz and Jones, 2005). Literature revealed that organizational e-democracy consists of five dimensions as follows; democratic culture, information sharing, shared leadership, self-criticism and dynamism and training and education (Kerr, 2004; Luhman, 2006; Foley and Polanyi, 2006; Forcadell, 2009; Fenton, 2012). These dimensions could be illustrated as follows:

1- Democratic Culture

It is considered to be the basis of the democratic process whether it is traditional or electronic. It is approximately impossible for any

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organizational system to succeed without employing values of democracy such as; trust, respect and responsibility. These values should be supported by an effective communication system which allows flexible information exchange between all levels (Forcadell, 2009).

Wimmer (2007) demonstrated that democratic culture paves the way for organizational e-democracy through the following processes:

- E-Informing: it is considered one channel which management uses to inform employees with any information related to work. This channel may be official through e-mail or unofficial channel such as social media.
- E-consulting: it represents the channel through which management receives questions and suggestions from employees.
- E-collaboration: it is considered a two-way channel between management and employees to achieve some tasks related to work through electronic communications.
- E-empowerment: it represents the transformation of power and control from management to employees to take action at a specific situation.

2- Information Sharing

Information sharing includes all activities that contain information exchange between different levels inside organizations (Pilerot, 2012). These activities include answers for the following critical questions; what, when, whom and how to share. The failure in identifying answers for these questions results in increasing costs and decreasing the effectiveness of information sharing process (Omar, Ramayah, Lo, Sang and Siron, 2010).

Information sharing is considered to be a vital process for organizations for several reasons. The first one, it contributes significantly to achieving tasks and enhancing the spirit of teamwork between individuals. Moreover, information sharing improves individual performance which results in higher levels of productivity and creativity. Furthermore, the system of information sharing leads to integration

between all levels within the organization (Ahmad and Huvila, 2019; Laitinen and Sivunen, 2021).

It is noteworthy mention that information quality regarding its accuracy, credibility and timeliness affects information sharing process which enhances the ability of organizations to adapt their strategies in competitive markets (Wong et *al*., 2021; Baah et *al.*, 2022).

3- Shared Leadership

Recently, organizations are surrounded by a challenging business environment which became difficult for any leader to deal with its challenges alone. Therefore, it became a necessity for organizations to transform from vertical leadership into shared leadership which is considered to be a behavior towards common goal where individuals share their opinions, ideas and knowledge to solve problems and make decisions (Hadi and Chaudhary, 2021; Gu, Hu and Hempel, 2022).

In addition, Liu et *al*., (2022) argued that shared leadership results from dynamic interactions between team members which allow the individual who has the best conceptualization about specific situation to take the lead more than formal authority.

Xie et *al*., (2021) agreed with Liu et *al*., (2022) that shared leadership in benefits the organization more than vertical leadership through several points. It enhances employees' creativity which results in greater team performance. Moreover, it improves communication skills, productivity and adaptation to changes. Finally, it makes individuals able to hold others accountable for their actions and decisions.

4- Self-Criticism and Dynamism

This item highlights that democracy is a continuous process which cannot stop at any time. There are two major requirements for any successful system of democracy. The first one is that individuals should have rights to judge and criticize the negative aspects and suggest positive ideas to develop the democratic system of their organization. The second one is giving an opportunity for conflicts between management and employees to be solved through productive discussions between both sides (Forcadell, 2009).

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5- Training and Education

It is critical for human resources management in organizations to invest in developing employees' capabilities to keep the democratic process ongoing on best conditions. Providing employees with continuous training and education opportunities improve their technical and personal skills, likewise develop their performance to keep them ready for any future challenges (El Bedawy, Ramzy, Maher and Eldahan, 2017).

Quality of Work Life

Individuals deal with different aspects of their lives. Some of these aspects are serious such as work, family, religious and social issues. There could be another aspects of life such as; leisure and practicing sports (Sirgy, 2012). In this context, Rashmi and Kataria (2021) argued that employees try their best to make a balance between work life and other aspects of their lives. Moreover, Koohbanani, Zarei, and Erfani (2019) confirmed the importance of work life to employees as they spend approximately 65% of their important time of life in their work.

Building on the above, Salehi, Seyyed and Farhangdoust (2020) highlighted the importance of the job concept for organizations and employees. For employees, the job provides them with critical psychological and mental needs. The job helps employees to achieve their ambitions, have self-confidence and respect which leads finally into good physical and mental health. However, inappropriate working conditions may cause serious problems for both sides of organizations; employees and management. Henceforth, academics and practitioners believed in the necessity of building working environment with high levels of quality.

Nauman, Zheng and Basit (2021) argued that literature is full of variant definitions of QWL. Nonetheless, the majority of these definitions agreed that QWL reflects the suitable working conditions which allow employees to do their best towards their organization besides satisfying all their needs as well. Researchers have presented a large number of QWL dimensions. Meanwhile, big number of researchers agreed upon the

following dimensions to be components of QWL; organizational culture, teamwork, leadership, rewards management systems and job satisfaction (Yeo and Li, 2011, 2013; Arif and Ilyas, 2013; Taher, 2013; Dhamija, Gupta and Bag, 2019; Srinivasaiah et *al*., 2021). These dimensions could be illustrated as follows:

1- Organizational Culture

Organizational culture has gained great attention through literature since the 1980s. It consists of all what individuals can share within organizations such as; values, beliefs and norms. Organizational culture leads individuals to act and behave at a specific way. In this manner, each organization is considered to have its own distinguished culture which gives all organizations different and unique characteristics (Seo and Lee, 2021; Shea, Usman, Arivalagan and Parayitam, 2021).

Moreover, organizational culture provides organizations with two key advantages; efficiency and orientation. Efficiency through organizational culture could be achieved by improving internal communication and information flow between different levels. Regarding orientation, organization culture creates an atmosphere which appreciates creativity, taking initiatives, supporting knowledge sharing, teamwork and participating in problem solving (Gencer, Atay, Gurdogan and Colakoglu, 2021; Krajcsak and Kozak, 2021; Tembo, Muleya and Phiri, 2022).

Given the previous points, Nguyen et *al.,* (2022) argued that organizational culture contributes significantly to enhancing ethical governance practices. Besides, it affects ethical decision-making process positively and pushes management to take into consideration employees' interests. As well as, organizational culture encourages employees to develop their moral sensitivity and reject all illegal and unmoral practices.

2- Teamwork

Teamwork is considered to be a key driver for employees to perceive their QWL. The concept of teamwork is built on collaborative efforts of individuals which unleash their capabilities to achieve organizational goals. In addition, teamwork provides employees with opportunities to share their learning experiences and participate in problem solving and decision-making effectively. Likewise, teamwork triggers a number of aspects to reach its maximum level such as; social

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interactions between employees, communication, knowledge sharing and individual skills (Yeo and Li, 2011).

3- Leadership

Leadership has been paid a great attention over the last centuries through different ancient civilizations such as; the Greek, Latin and Chinese civilizations. There has been a great debate between researchers about the concept of leadership and the nature of leaders, whether they are made or born (Odeh, Obeidat, Jaradat, Masadeh and Alshurideh, 2021). In this context, Bertocci (2009) argued that leadership consists of distinctive characteristics of a person which enable him to inspire others. A great leader is expected to have the ability to identify the current situation of the organization, how this situation could be improved and what is the future of the organization.

Moreover, Cogaltay (2009) demonstrated that leadership is a process between two sides; a leader and his followers. This process exists in groups which aim to reach common goals and requires to have a significant influence on the followers to achieve the organizational goals.

Furthermore, literature provided evidence that leadership is a key driver for achieving competitive advantage for organizations. Providing employees with leadership support helps them to reduce pressures of work and increases their motivation about their jobs, commitment and performance which results in enhancing QWL (Kara, Kim, Lee and Uysal, 2018; Saari, Melin, Balabanova and Efendiev, 2018).

4- Job Satisfaction

Job satisfaction is an interdisciplinary topic which has been addressed over the years through different fields such as; psychology, management, sociology, economics and public administration. Job satisfaction represents the employees' perceptions about the job characteristics. These perceptions are built through cognitive evaluation process to all factors related to the job such as; salary, rewards, freedom of thought, promotion opportunities, empowerment to solve problems and make decisions and work-life balance (Andrade and Westover, 2018, 2020; Zaman, Ansari and Chaturvedi, 2022).

Andrade, Miller and Westover (2021) illustrated that job satisfaction enriches work experience which results in significant outcomes such as; developing job performance, increasing organizational citizenship behavior and developing customer service. On the other hand, Dhamija et *al*., (2019) stated that organizations could apply some procedures to avoid employees' dissatisfaction such as; providing them with opportunities for training, promotions and flexible work conditions.

5- Reward Management System

Rewards management system represents all plans and processes which guarantee employees' motivation at work. These plans include providing employees with financial and non-financial rewards. Financial rewards are basically represented in cash rewards to compensate individuals for their efforts. However, non-financial rewards could have three different types. The first one is programs which provide employees with some benefits inside the organization instead of cash. The second type is the psychological recognition and respect to the employees' efforts. The third type is career opportunities such as; promotions and supporting employees with learning and training opportunities (Schlechter, Thompson and Bussin, 2015; Gulyani and Sharma, 2018; Serhan, Salloum and Abdo, 2021).

In addition, Datta (2012) demonstrated that organization should consider establishing fair and data-driven rewards system to guarantee its positive impact on employees. Biased reward system results in problems between management and employees which leads to poor working conditions.

Research Methodology

This study aims to investigate the relationship between e-democracy and QWL in Egyptian travel agents. Likewise, it aims to identify the possible impact of e-democracy on QWL in Egyptian travel agents. This study implemented the non-experimental design which includes measuring the variables of the study without any intervention or manipulation from the researcher (Reio, 2016). Moreover, this study is a cross-sectional study which aims to measure the variables of the study through a cross-section sample of the population at a specific time

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(Kumar, 2011).

The questionnaire as a quantitative method was used to gather the primary data from respondents. Self-administered questionnaires were used to provide respondents with suitable time to think and choose the most accurate answer according to their opinions. The questionnaire is a five-Likert scale with a response range from "Strongly Agree" to "Strongly Disagree". It consists of three parts as follows:

- The first part includes the demographic characteristics which are gender, age, occupation and years of work experience.
- The second part includes the independent variable of the study which is electronic democracy. This part consists of 17 statements.
- The third part includes the dependent variable of the study which is quality of work life. This part consists of 17 statements.

The study's population is represented in Egyptian travel agents, category (A) which equals 2281 companies according to Egyptian Travel Agents Association (Egyptian Travel Agents Association [ETAA], 2022). This study used a non-probability sampling design which is convenience sampling; it is characterized by selecting respondents who are easy to reach and able to participate in the study (Etikan, Musa, and Alkassin, 2016). Cochran (1977) formula was used to determine the sample size which resulted in 329 travel agents. The study targeted 350 travel agents. However, only 260 agreed to participate in the field study. 90 travel agents refused to participate in the field study. Most of them were simply not interested in participating in scientific research. Others made it clear that their managers gave instructions not to participate in any study from any researcher. Number of respondents were 313. After revising questionnaires, 301 questionnaires were valid for statistical analysis. Then, the valid questionnaires were coded and entered into the computer to be analyzed by Statistical Package for Social Science (SPSS V.21).

Validity of internal consistency: Results demonstrated that all correlation coefficients of statements are significant at level of significance of ≤ 0.01 which ensures the validity of internal consistency of e-democracy scale and QWL scale.

Regarding the reliability of scale, it was calculated using Cronbach's Alpha coefficient. Values of Cronbach's Alpha coefficients are (0.91, 0.90, 0.85, 0.90, 0.85, 0.95) for democratic culture, information sharing, shared leadership, self-criticism and dynamism and training and education and e-democracy scales respectively which ensure that the scale of e-democracy has a high degree of reliability. Regarding the scale of QWL, values Cronbach's Alpha coefficients are (0.89, 0.87, 0.83, 0.88, 0.90, 0.95) for organizational culture, teamwork, leadership, job satisfaction, rewards management systems and QWL respectively. These results indicate that QWL scale has a high degree of reliability.

Results and Discussion

This section aims to verify the study aims using inferential statistics. The first part includes table number 1 which illustrates the hypothesis of correlation between e-democracy and QWL. The second part includes table number 2 which discusses the hypothesis of regression. It demonstrates the predictive ability of e-democracy dimensions of QWL in Egyptian travel agents as follows:

Table 1: Correlations between e-democracy and quality of work life in Egyptian travel agents (n=301)

Variables	Total degree of quality of work life
Democratic culture	0.646^{**}
Information sharing	0.706^{**}
Shared leadership	0.701^{**}
Self-criticism and dynamism	0.685^{**}
Training and education	0.702^{**}
Total degree of e-democracy	0.806^{**}

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

H1: There is a statistical significant positive relationship between e-democracy, (a) Democratic culture, (b) Information sharing, (c) Shared

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leadership, (d) Self-criticism and dynamism, (E) Training and education and QWL in Egyptian travel agents.

Table 1 demonstrates a significant correlation between e-democracy and QWL in Egyptian travel agents. The correlation degree is 0.806 and it is significant at level of significance of ≤ 0.01.

The explanation for this correlation is that e-democracy consists of dimensions which improves employees' perceptions about their employment relationship with organizations.

Moreover, table 1 reveals a statistical significant relationships between democratic culture, information sharing, shared leadership, self-criticism and dynamism, training and education and the total degree of QWL in Egyptian travel agents. The degrees of these correlations are (0.646, 0.706, 0.701, 0.685, 0.702) respectively. The correlations are significant at the level of significance of ≤ 0.01. These correlations could be explained through the following points:

- The existence of organizational democratic culture is a necessity for employees to feel more comfortable within their work environment and enhances their perceptions of QWL.
- Information sharing is a process which supports employees to achieve their tasks successfully. In addition, information sharing plays a critical role in understating organizational change and supports communication between employees and management.
- Shared leadership gives employees the confidence in their abilities and provides them with opportunities to take the lead at specific situations with the support of their management. Accordingly, shared leadership may enhance employees' perceptions of QWL.
- It is expected that any organization needs to succeed, should provide its employees with freedom of though and the ability to speak about positive and negative work conditions. Thus, self-criticism and dynamism are considered to be connected to provide better work conditions for individuals.

- Training and education are correlated positively with QWL because it is expected that improving employees' abilities, their skills and providing them with opportunities to learn and gain more knowledge, make employees feel positive towards their work life.

From the previous analysis, hypothesis one is accepted and there is a statistical significant relationship between e-democracy and QWL in Egyptian travel agents.

As a result, aim one is achieved as the relationship between both variables is identified and explained in Egyptian travel agents.

Table 2: The Predictive Ability of e-democracy of QWL in Egyptian Travel agents

Dependent variable	Model	B	R^2	ΔR^2	T	Sig
Total degree of QWL	Constant	9.929	.649	.648	4.057	.000
	Total degree of e-democracy	.822			23.494	.000
Total degree of QWL	Constant	8.032	.663	.657	3.238	.001
	Information sharing	1.063			2.916	.004
	Shared leadership	.599			1.555	.121
	Self-criticism and dynamism	.256			.752	.453
	Training and education	.728			2.672	.008

H2: E-democracy dimensions have a predictive ability of QWL in Egyptian travel agents.

Table 2 includes two models of regression. The first model illustrates that the total degree of e-democracy has the ability to explain the changes which happen to QWL in Egyptian travel agents by 65% as $\Delta R^2 = 0.648$. This confirms a significant impact of e-democracy on QWL in Egyptian travel agents.

The second model demonstrates that information sharing and training and education have the ability to explain the changes which

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happen to QWL in Egyptian travel agents by 66% as $\Delta R^2 = 0.657$. This result emphasizes that managers of Egyptian travel agents should invest in developing practices of democratic culture, shared leadership and self-criticism and dynamism as model 2 shows no impact of these dimensions on QWL in Egyptian travel agents.

As a result, hypothesis 2 is partially accepted and objective 2 is verified as only two dimensions of e-democracy have a predictive ability of QWL in Egyptian travel agents.

On the contrary to this study, Pawirosumarto, Sarjana, and Gunawan (2017) argued that leadership style has a significant positive impact on QWL through job satisfaction. Moreover, leadership style enhances employee's performance. Furthermore, Wood and Fields (2007) came to the same conclusion with Pawirosumarto et *al*., (2017) as their study demonstrated that shared leadership is positively related to job satisfaction of team members. In addition, Erkutlu (2012) emphasized that despite of the positive effect of shared leadership on enhancing employee's job perceptions, it requires employees to step up for new roles and responsibilities within their teams.

Accordingly, Lyndon, Pandey and Navare (2020) recommended that organizations should encourage employees to enhance their practices of shared leadership to improve several aspects such as; communication, creativity and perceptions of QWL. It is noteworthy to mention that literature presented evidence of other types of leadership that enhances employees' perceptions about QWL. As an example, Kim, Im and Shin (2021) assured that transformational leadership affects QWL and improves employees' acceptance for organizational change, especially during crisis time.

In addition, Ayeleke, North, Dunham and Wallis (2020) conducted a study to evaluate the impact of training on leadership. Results indicated that employing several training techniques enhances employee's leadership skills. These results came to an agreement with this study as information sharing and training and education have the ability to explain the changes which happen to QWL in Egyptian travel agents by 66%.

The study of Fischer and Doring (2022) came to an agreement with this study as they demonstrated that information sharing affects job satisfaction positively.

On the other hand, literature discussed the importance of specific dimensions of e-democracy and QWL to achieve better levels of service customer. Bontis, Richards and Serenko (2011) assured that information sharing and job satisfaction improve employee's efficiency and promote their abilities to serve customers.

From an opposite point of view, Kissack and Callahan (2010) presented a different conceptualization to the relationship between e-democracy and QWL. The study of Kissack and Callahan (2010) investigated the relationship between organizational culture as an independent variable and training as a dependent variable. Results highlighted the critical importance of organizational culture in shaping, planning and establishing training programs.

In like manner, Sang et *al*., (2020) discussed that some dimensions of QWL such as; job satisfaction could have positive impact on some dimensions of e-democracy which is information sharing. Moreover, Al-Alawi, Al-Marzooqi and Mohammed (2007) illustrated that organizational culture is positively related to knowledge sharing.

Given the previous studies, the study of Pawirosumarto et *al*., (2017) was the only study which was conducted in tourism industry. It was conducted on hotels and resorts of Indonesia. on the contrary, the majority of previous studies were conducted in other fields such as; Bahrain private and public sector; Christian church organizations in the USA, training designers, national telecommunications, commercial banks in Turkey, Ternate Municipal Government area of North Maluku Province in Indonesia, students, project management organizations in China, electronics, engineering and manufacturing industry, US Federal Employees, (Al-Alawi et *al*., 2007; Wood and Fields, 2007; Kissack and Callahan, 2010; Bontis et *al*., 2011; Erkutlu, 2012; Rohim and Budhiasa, 2019; Lyndon, 2020; Sang et *al*., 2020; Gu et *al.,* 2021; Fischer and Doring, 2022).

Consequently, it is evident that there is a severe scarcity in studies which addressed the relationship between e-democracy and QWL in the

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tourism industry. In addition, each study from the above discussion examined the relationship using only one dimension from each variable. However, this study presents more holistic conceptualization for the relationship between multiple dimensions for e-democracy and QWL in travel agents. Thereupon, this study contributes theoretically to literature to fill this gap and it has yet to be studied in other sectors of tourism such as airlines and hotels.

Practically, the vast majority of previous studies which addressed the concept of e-democracy in different contexts and countries, considered this concept as a political one. Studies such as; Vedel (2006), Amoretti (2007) Kardan and Sadeghiani (2011), Singh and Walsh (2012), Kneuer (2016), Hujran, Abu-Shanab and Aljaafreh (2020), Molnár and Urbanovics (2020) discussed the concept of e-democracy regarding the following issues; e-voting, e-participation, e-governance, political parties, movements and digital media.

In this context, Kerr (2004) assured that managers should notice that political democracy and organizational democracy have some similarities and differences. Both concepts guarantee that each individual has the right to participate and has a vote. However, people may participate in political democracy through a vote and just walk away. Organizational democracy whether it is traditional or electronic, requires that employees participate, stay and take the responsibility to achieve organizational success.

Based on the above studies, only few studies considered the concept of e-democracy at the organizational level. Forcadell (2009) presented a theoretical conceptualization includes 8 factors which compose organizational e-democracy. The previous study assured that implementing e-democracy and electronic human resources management is an utmost necessity for organizations in the near future. This necessity came from the nature of societies which turned into knowledge economy and information technology. While, Watson et *al*., (2005) conducted a study to investigate the relationship between e-democracy and social identity in a hospital context. The results of the previous study asserted

that social identity represents a barrier to achieve the best practices of e-democracy.

Given these points, it is evident that the results derived from this study enable managers of Egyptian travel agents to change their ideas about the concept of e-democracy and its relation to politics only. This study provides managers with insights and ideas to establish their democratic system based on specific and clear dimensions and develop its practices to provide employees with better QWL.

Limitations of the study

This study used only a quantitative method to gather the primary data about e-democracy and QWL in Egyptian travel agents. Using qualitative methods such as interviews would provide more useful information to the study. Likewise, this study could not reach to a large number of respondents because of different reasons. Gathering data from a larger sample would provide this study with more confidence in its results.

Conclusions

This study aims to discuss the relationship between e-democracy and QWL in Egyptian travel agents. E-democracy represents the independent variable of the study and consists of five dimensions; democratic culture, information sharing, shared leadership, self-criticism and dynamism and training and education. QWL represents the dependent variable of the study and consists of five dimensions; organizational culture, teamwork, leadership, rewards management systems and job satisfaction.

This study used descriptive methodology and a five-Likert scale questionnaire to investigate the relationship between both variables. The field study faced significant obstacles in gathering data. Large numbers of travel agents refused to participate in the filed study because of several reasons such as; not taking an interest in participating or mangers do not want anyone to waste their employees' time. Results demonstrated a significant positive correlation between e-democracy and QWL in Egyptian travel agents. Moreover, regression analysis highlighted that only information sharing, training and education have an impact on QWL in Egyptian travel agents.

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The results of the study illustrated that democratic culture, shared leadership and self-criticism and dynamism do not have any impact on QWL in Egyptian travel agents. Thus, this study recommends that managers take initiatives to establish a working environment which is supported by a democratic culture. Likewise, it is critical to improve employees' abilities to take the lead at specific situations to test and develop their abilities of shared leadership.

Finally, managers should allow their employees to speak freely about their thoughts within companies. These thoughts could have opinions about negative aspects which could be fixed and avoided. It is important for managers to take into their consideration that democratic system whether it is traditional or democratic does not make them look weak or decrease their authorities. However, it provides them with respect and enhances employees' QWL which provides greater stability and performance.

Future Research Directions

It is recommended to implement further studies which could be summarized in several points. It could be interesting to implement further studies to investigate the relationship between e-democracy and QWL in other sectors of tourism such as; airlines and hotels. Moreover, it is suggested to conduct comparative studies between different tourism sectors such as; travel agents, hotels and airlines to illustrate which sectors have progress in employing e-democracy and QWL and to gain a holistic insight about issues of e-democracy and QWL in the Egyptian tourism industry as a whole.

In addition, it would be great to conduct a comparative study between public and private Egyptian travel agents to understand which one of them is more capable in benefiting from e-democracy and QWL. Furthermore, it is highly recommended to apply qualitative methods in future studies about each variable in Egyptian travel agents. Qualitative methods would provide a detailed conceptualization about both variables better than using quantitative methods only.

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