



## The Effect of Motivation on Job Satisfaction in Egyptian Travel Agencies

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### Keywords

Motivation  
Job satisfaction  
Travel agencies, Egypt

### Abstract

Human resources are the most critical resource for travel agencies in today's extremely competitive business environment. Although employees of travel agencies should possess intelligence, job knowledge, advanced skills, and time management ability, they will not advance in their careers or exert the ideal efforts unless they are well motivated. The research aims to analyze the effect of motivation on job satisfaction at travel agencies in Egypt. To achieve that, this research used the descriptive analytical approach, where a questionnaire was prepared and distributed to a random sample of four hundred and twenty (420) employees of travel agencies in Egypt. The questionnaires were analyzed using descriptive statistics, reliability analysis, Pearson correlation, and regression analysis with the support of SPSS 25.0. The research reached several results, including that there is a positive and significant relationship between the reasons employees choose to work in travel agencies and the factors that motivate them to perform their jobs well. The research thus recommended that the travel agency managers prioritize employee morale since an employee with high morale will be more committed to the job.

## 1. Introduction

The study will help to understand the effects of motivation on the performance of the employees and job satisfaction, manage the human resources to achieve maximum efficiency and effectiveness in service delivery, and suggest and recommend strategies that will motivate employees. While talking about motivation, one of the prominent ideas that come to one's mind is the concept of incentives, which refers to any things that push or encourage employees to work harder and to perform better in order to achieve certain goals. It is also believed that employees who are highly motivated would work energetically, effectively and successfully toward the achievement of organizational goals (Tep, 2015).

In the companies' world, motivation helps employees to work harder and better to gain a competitive advantage. It helps to ignite the inner flame of the employees that push them for better outcomes and achievements. It also builds in them the desire to make significant contributions to the company. It evokes interest in work and directs them to their goals (Asiamah and Samuel, 2011). Organizations seek out individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of goals assigned to them. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Loretta, 2011). Every employee has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Whatever, the form of employee motivation, the key to promoting that motivation as an employer, is understanding and incentives (Nduro and Millicent, 2012).

Employee incentive programmers go a long way towards ensuring employees feel appreciated, cared for and deemed worthwhile. This can go a long way to help with employee motivation across the board. The greatest thing about motivation is that it is individualized as such programs are tailored to suit the needs and wants of employees. Motivation does not only encourage productive performance but also show employees how much the company cares. Perhaps the most vital impact of employee motivation is that of increased productivity or performance (Nduro and Millicent, 2012). In this regard, a comprehensive understanding of the topic of employee incentives is crucial in order to comprehend more fully the effects of variation in other organizational factors particularly the pay system, employee recognition, organizational culture, management and leadership behavior, which are related to job satisfaction and work performance (Tep, 2015).

### Research problem

There has been a lot of study in the area of motivation and job satisfaction, but it still remains unexplored to some extent, and a general understanding has not been developed when it comes to studies conducted at different times and in different work environments. The study problem focuses on employee motivation and satisfaction, the challenges that hinder employee motivation, and develop solutions and recommendations for these challenges.

## **Research Importance**

The study will help to understand the effects of motivation on job satisfaction of the employees to achieve maximum efficiency and effectiveness in service delivery; and suggest and recommend strategies that will motivate employees.

## **Research Aim**

The research aims to analyze the effect of motivation on job satisfaction in Egyptian travel agencies. In order to achieve the research's main aim, some objectives were targeted as follows:

1. Determining motivational methods in Egyptian travel agencies.
2. Evaluate the level of job satisfaction of travel agencies staff.
3. Examining the effect of motivational methods on job satisfaction in Egyptian travel agencies.
4. Examining the attitude of management towards job satisfaction and motivation of employees.

## **Research Hypothesis**

H1: There is significant relationship between staff motivation and job satisfaction at travel agencies in Egypt.

## **2. Literature Review**

### **2.1. Employee Motivation**

Motivation is" operationally defined as the inner force that drives individuals to accomplish personal and organizational goals"(Gupta & Tayal, 2013, P.144). Motivation is defined as" the result of processes, internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action"(Petcharak, 2002, P.4). Motivation has been defined as "the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively"( Tep,2015,P.19).

### **2.2.The Importance of Motivation to Employees**

That placing human resources into action requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. Motivation improves level of efficiency of employees, the level of a subordinate or employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has

to be filled which helps in improving the level of performance of subordinates (Faraji, 2013).

### **2.3. Types of Motivation**

Motivation can be separated in intrinsic and extrinsic motivation (Keijzers, 2010):

#### **Extrinsic Motivation:**

This refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions (Massudi, 2013).

#### **Intrinsic Motivation:**

Intrinsic motivation is motivation that comes from within. It comes from the personal enjoyment and educational achievement that we derive from doing that particular thing (Ganta, 2014).

### **2.4. Principles of Motivation**

If motivation is to be effective, the following principles should be followed:

- Proportionality (to effort) - the reward should include the effort made to get it.
- Psychological distance (the reward not be postponed in time) - the reward should be granted as soon as possible after the incident conditioning its granting (Borowski & Daya, 2014).
- Limited availability - if the reward is to motivate, it cannot be available to everyone, the receiving employee must feel exceptional, distinguished from other employees (Borowski & Daya, 2014).

### **2.5. Job Satisfaction**

Job satisfaction is the result of job's distinctive nature and other workers feelings towards comparative jobs, comparative colleagues, work experiences, and competent levels (Al-Sabil et al, 2019). Job satisfaction is designated as the spirits of workforce sensing from the evaluation of their job and can be negative, positive, or average (Perera & Madagamage, 2018).

### **2.6. The Importance of Job Satisfaction**

The importance of job satisfaction especially emerges if one keeps in mind the many negative consequences of job dissatisfaction, such as a lack of loyalty, increased absenteeism, an increase in accidents, etc. Three important features of job satisfaction Organizations should be guided by human values. Second, the behavior of workers, depending on their level of job satisfaction, will affect the functioning and activities of the organization's business. From this, it can be concluded that job satisfaction will result in positive behavior and vice versa, that dissatisfaction with the work will result in negative behavior among employees. Third, job satisfaction may serve as an indicator of organizational activities (Aziri, 2011).

**2.7. Create Job Satisfaction:** Organizations Create job satisfaction by putting systems in place to make sure that workers are challenged and then happy over their successful outcomes. Organizations need to focus on plans to accomplish job satisfaction through multiple steps, some of which can include:

- a. Increased creativity.
- b. Increased accountability.
- c. Secure work atmosphere.
- d. Competitive salaries and opportunities for promote (Al Jenaibi, 2010).

## **2.8. The Magnitude of Job Satisfaction:**

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of organizations (Jayathilaka, 2014).

## **2.9. Relationship between Employee Motivation and Job Satisfaction in Travel Agencies**

### **2.9.1. The Relationship between Employee Motivation and Job Satisfaction**

Certain needs and motives experienced by employees are indicative of their energy and dynamism while at work, such as their need for achievement and power, their level of activity under pressure and the extent to which they are motivated by a competitive environment. A number of studies have shown that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly impacts on the job satisfaction that they experience (Roos& Eeden, 2016).

Many travel agencies use appropriate reward systems to improve the incentives to improve employees' job satisfaction. Literature discusses the relationship between motivation and job satisfaction. Employees' behavior and feelings are affected by motivation and job satisfaction. Travel agencies place more emphasis on implementing the incentive system with a high level of equity, employees' job satisfaction increase. The travel agencies, in the development of incentives, need to consider the differences in nature of each industry and background of each travel agencies. They concluded that there is a positive effect of motivation on employee job satisfaction (Pang& Lu, 2018).

### **2.9.2. Dimensions of Motivation and Job Satisfaction:**

Five important job dimensions were commonly found to influence the motivation and the resulting satisfaction level of employee within any industry. These dimensions include (Alshamey, 2019):

1. The work itself: This dimension describes how enjoyable or interesting the work is and whether the job provides any learning or growth opportunities for the employee (Alshamey, 2019).
2. Pay: This represents the amount of salary that is paid to the employees and what are the perceptions of employees regarding the pay equity and the methods of payment that is used to distribute the salaries among the employees (Alshamey, 2019).
3. Promotional opportunities: This dimension relates to the opportunities for growth and career advancement that are provided by the organization to the employees (Alshamey, 2019).
4. Supervision: This dimension represents the supervisors' managerial and technical skills and the degree to which these supervisors consider the interest and welfare of their employees (Alshamey, 2019).
5. Co-workers: How much supportive, friendly and technically competent co-workers are within the organization (Alshamey, 2019).

### **3. Research Methodology**

The researcher used the descriptive-analytical approach in which her tried to describe the relationship between employee motivation and job satisfaction in travel agencies, since it is the most appropriate approach to describe the phenomenon in question. In this approach, the researcher are trying to describe the subject of the study, analyze the data, and compare, explain, and assess, hoping to reach meaningful generalizations to increase and enrich knowledge on the subject ..

#### **3.1.Data Collection Methods:**

Data has been collected through questionnaires that were prepared in a way that is relevant to the situation so as to decrease invalid responses. They were distributed to employees of travel agencies.

#### **3.2. Measures**

Fulfilling the research aim, the research employed a method of descriptive analytical methodology by using a questionnaire tool. The questionnaire was designed to address "The effect of motivation methods on job satisfaction in Egyptian travel agencies. The questionnaire was designed after determining the required data according to the problem, objectives, and questions of the research. A survey consisting of five dimensions:

- The first dimension outlines the respondent's "demographic profile characteristics (gender, age group, level of education, work status, and how long you have worked in the travel agency).
- The second dimension included evaluation, which was the reason you chose to work in a travel agency.
- The third dimension included evaluating each of the factors that motivate you to perform your job the best.
- The fourth dimension included job satisfaction.

- The fifth dimension included suggestions to motivate employees and suggestions to increase employee job satisfaction.

### **3.3. Population and Sample of the study:**

The population of the study represented employees of Egyptian travel agencies in Egypt. The questionnaire forms were distributed to a sample of employees of Egyptian travel agencies to know the opinion of the sample on the effect of motivation on job satisfaction. The researcher applied the questionnaire to a sample of 420 employees.

### **3.4. Data Processing and Analyzing:**

The collected data was processed and analyzed. This included steps like editing, coding the replies, classifying the data, tabulating the data, and performing several statistical computations such as frequencies, percentages, and various coefficients. The appropriate statistical operations, along with the use of appropriate tests of significance, are carried out to safeguard the drawing of conclusions concerning the study. After the collection of the questionnaire lists, the researcher has analyzed all the data using the Statistical Package for Social Science (SPSS) analysis system, version 25, and used the frequencies, percent's, means, standard deviations, ranks, attitudes, Pearson correlation analyses, regression, and charts of respondents to the questionnaire.

### **3.5. Data Validity and Reliability:**

#### **3.5.1. Data Validity**

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

#### **3.5.2. Data Reliability**

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

**Table (1)** Cronbach’s Alpha Value

Variables	No. of items	Cronbach’s Alpha Value	Validity Coefficient
Rate the reasons you chose to work in a travel agency	12	.773	.879
how to rate each of the factors that motivates you to perform your job the best	17	.887	.941
Salary Satisfaction	8	.782	.884
Satisfaction with the nature of work	22	.889	.942
<b>Total</b>	<b>59</b>	<b>.949</b>	<b>.974</b>

**Validity coefficient =  $\sqrt{\text{Reliability coefficient}}$**

In order to measure the internal consistency and reliability of the study’s constructs. Cronbach’s Alpha ( $\alpha$ ) measure was used. The scales' reliabilities were measured and the Cronbach’s Alpha of all scales in Table ( 1 ) ranged from .773 to .889, and for total questionnaire items was (.949), This means an appropriate Cronbach's alpha value for each sector, if Cronbach's alpha value is appropriate if it is greater than (0.7). It is also evident that the coefficient of validity (97, 4%) is the reliability and validity of the study sample.

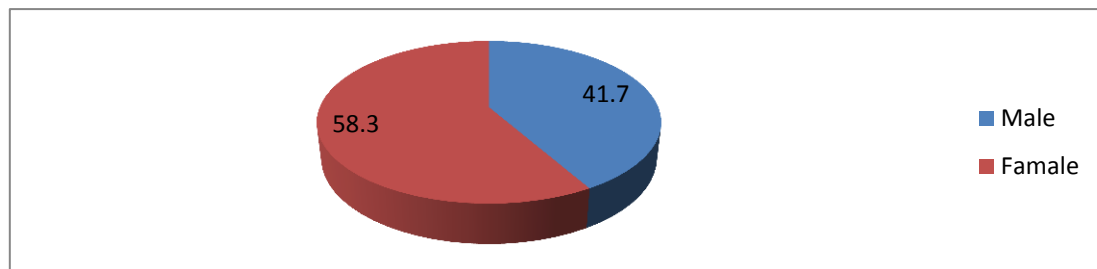
#### 4. Results

The purpose of this study was to analyze the effect of motivation on job satisfaction at travel agencies in Egypt. Data were analyzed, classified and tabulated using Statistical Package for Social Sciences (SPSS) version 25 software. The findings are arranged according to the themes of the main objectives of the study .

##### 4.1. Demographic data of the respondents:

This dimension provides the demographic information of the respondents that were surveyed using the questionnaire that was administered.. The results have been displayed in tables that indicate the frequencies and percentages of the respondents' information (Lawson, 2018).

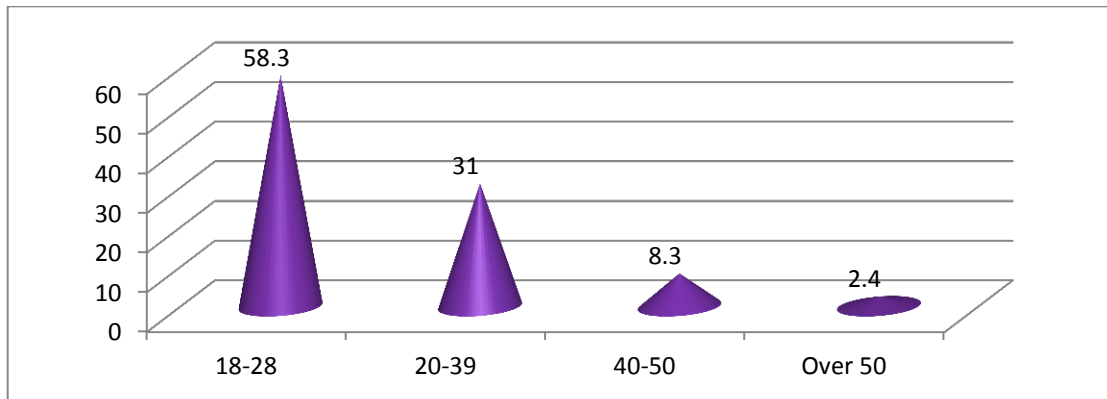
Figure 1 shows the gender categories of the sample employees of travel agencies in Egypt. The majority (58.3%) of the sample is male, while 41.7% of the sample is female.



**Fig (1):** Gender categories of the sample of travel agencies in Egypt

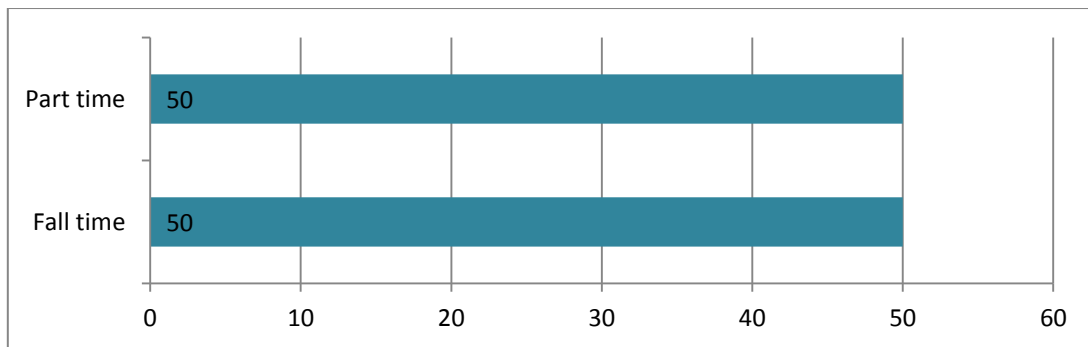


Figure 2 shows the age categories of the sample employees of travel agencies in Egypt. The majority (58.3%) are between 18 and 28 years old, while 31.0% of the sample is between 20 and 39 years old. A percentage (2.4%) of the sample was over 50 years old.



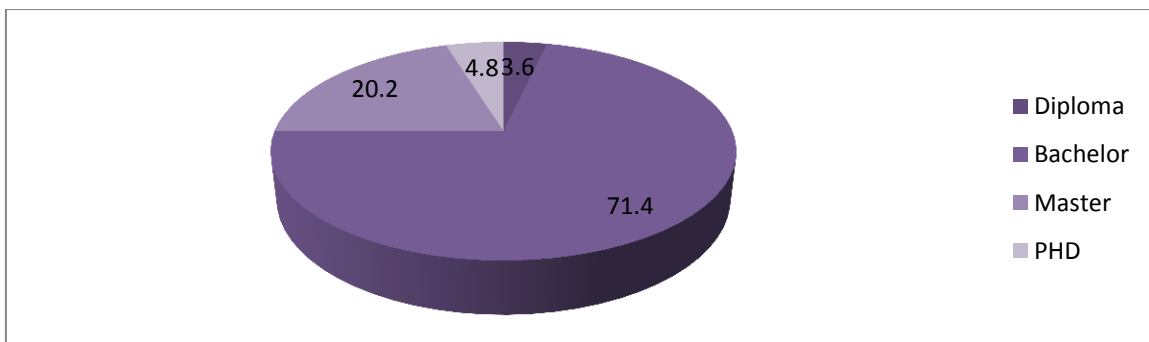
**Fig (2):** Age categories of the sample of travel agencies in Egypt

Figure 3 shows the sample work status of travel agencies in Egypt. (50.0%) are full time, while (50.0%) of the sample is part time.



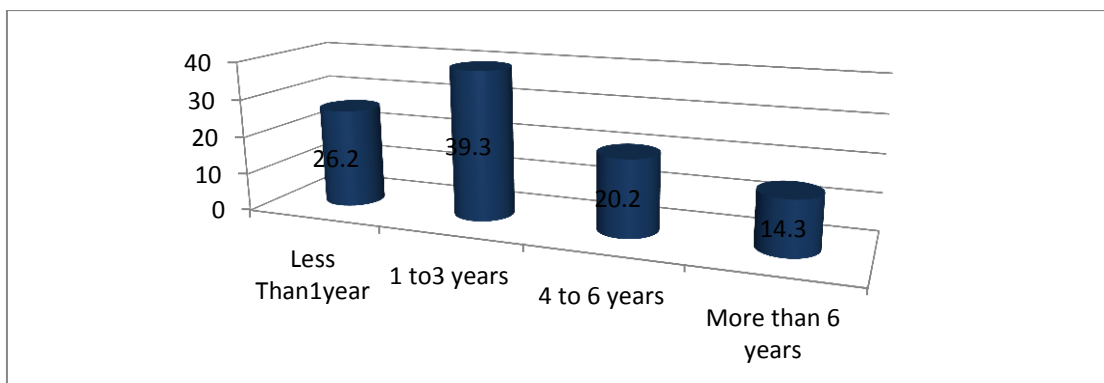
**Fig (3):** Work Status of the sample of travel agencies in Egypt

Figure 4 shows the educational level of the sample of travel agencies in Egypt. The majority (71.4%) have bachelor's degrees, while 20.2% of the sample has a master's degree. A small percentage (3.6%) of the sample diploma



**Fig (4):** Education level of the sample of travel agencies in Egypt

Figure 5 shows the work experience of the sample travel agencies in Egypt. The majority (39.3%) are 1 to 3 years old, while 26.2% of the sample is less than 1 year old, a small percentage (14.3%) of the sample More than 6 years.



**Fig (5):** How long have you worked in the travel agency?

#### 4.2.Descriptive analysis

**Table (2):** descriptive analysis of rate the reasons you chose to work in a travel agency

Variables	Mean	SD	Rank	Evaluation
Salary	2.35	.716	3	Agree
Fringe Benefits	2.18	.727	6	Neutral
Interesting Job	2.43	.661	2	Agree
Flexible hours	2.14	.676	7	Neutral
An opportunity to meet people	2.29	.781	4	Neutral
Close to my home	2.07	.721	8	Neutral
Friends work here	1.96	.748	9	Neutral
Somebody in my family works Here	1.79	.883	11	Neutral
I can become manager in this	1.90	.767	10	Neutral
Field someday	2.48	.682	1	Agree
I could not find my other job	2.27	.730	5	Neutral
<b>Total Mean</b>	<b>2.16</b>			<b>Neutral</b>

Table (2) presents the means and standard deviations of the rate the reasons you chose to work in a travel agency, where the means ranged between (1.79 – 2.48) compared with the total instrument mean for the domain (2.16) the item “Field someday” ranked first with a mean and standard deviation (mean=2.48, standard deviation = 0.682) compared with the total instrument mean and the standard deviation. The item “Somebody in my family works Here” ranked last reached a mean (1.79) and the standard deviation was (0.883) compared with the mean and standard deviation of the total instrument.

**Table (3):** A descriptive analysis of how to rate each of the factors that motivates you to perform your job the best

Variables	Mean	SD	Rank	Evaluation
Wages/Salary	2.39	.725	4	Agree
Fringe benefits	2.32	.694	8	Neutral
Job security	2.25	.653	14	Neutral
Interesting job	2.44	.730	2	Agree
Flexible hours	2.23	.714	15	Neutral
Working environment	2.48	.664	1	Agree
Co-workers	2.23	.697	16	Neutral
Opportunity for advancement	2.31	.617	9	Neutral
Training	2.39	.637	5	Agree
Empowerment	2.33	.697	7	Agree
Allowed to be part of the team	2.29	.750	11	Neutral
Loyalty to employees	2.30	.651	10	Neutral
The travel agency always distributes certificates of thanks and appreciation	2.35	.699	6	Agree
The travel agency offers an honor plate with special decorations to honor	2.42	.711	3	Agree
I receive thank-you letters when I take care of my work	2.27	.662	12	Neutral
I receive support and support when exposed to special circumstances	2.27	.662	13	Neutral
I receive appreciation of my managers when I develop the work performance	2.19	.682	17	Neutral
<b>Total Mean</b>	<b>2.32</b>			<b>Neutral</b>

Table (3) presents the means and standard deviations of the factors that motivate employees to perform their job the best in travel agency, where the means ranged between (2.19- 2.48) compared with the total instrument mean for the domain (2.32) the item “Working environment” ranked first with a mean and standard deviation (mean=2.48, standard deviation = 0.664) compared with the total instrument mean and the standard deviation. The item “I receive appreciation of my managers when I develop the work performance” ranked last reached a mean (2.19) and the standard deviation was (0.682) compared with the mean and standard deviation of the total instrument.

**Table (4)** descriptive analysis of Salary Satisfaction:

Variables	Mean	SD	Rank	Evaluation
I am satisfied with the bonuses and annual increases added to my salary	2.00	.708	8	Neutral
My salary is commensurate with the amount of work am assigned with	2.15	.765	5	Neutral
My salary is appropriate compared to the rest of my colleagues	2.02	.673	7	Neutral
The penal system is applied by deduction of salary	2.14	.676	6	Neutral

I have to do extra work to cover the cost of living	<b>2.14</b>	<b>.676</b>	<b>4</b>	<b>Neutral</b>
My salary is commensurate with the living requirements	<b>2.32</b>	<b>.759</b>	<b>3</b>	<b>Neutral</b>
I see that the system of salaries and benefits is fair	<b>2.33</b>	<b>.605</b>	<b>2</b>	<b>Neutral</b>
There are rewards for salary based on performance and activity	<b>2.45</b>	<b>.681</b>	<b>1</b>	<b>Agree</b>
<b>Total Mean</b>	<b>2.19</b>			<b>Neutral</b>

Table (4) presents the means and standard deviations of the Salary Satisfaction in travel agency, where the means ranged between (2.00- 2.45) compared with the total instrument mean for the domain (2.19) the item “There are rewards for salary based on performance and activity” ranked first with a mean and standard deviation (mean=2.45, standard deviation = 0.681) compared with the total instrument mean and the standard deviation. The item “I am satisfied with the bonuses and annual increases added to my salary” ranked last reached a mean (2.00) and the standard deviation was (0.708) compared with the mean and standard deviation of the total instrument.

**Table (5)** descriptive analysis of Satisfaction with the nature of work

<b>Variables</b>	<b>Mean</b>	<b>SD</b>	<b>Rank</b>	<b>Evaluation</b>
I feel secure in my job	<b>2.35</b>	<b>.699</b>	<b>4</b>	<b>Agree</b>
Laws that safeguard the rights of the staff are applied during work	<b>2.26</b>	<b>.710</b>	<b>12</b>	<b>Neutral</b>
I am happy and proud to have the opportunity to work in travel agencies.	<b>2.43</b>	<b>.623</b>	<b>1</b>	<b>Agree</b>
The tasks and responsibilities required from me are clear and appropriate	<b>2.36</b>	<b>.649</b>	<b>3</b>	<b>Agree</b>
My job provides creativity at work	<b>2.29</b>	<b>.683</b>	<b>9</b>	<b>Neutral</b>
I can achieve myself through my work	<b>2.19</b>	<b>.664</b>	<b>17</b>	<b>Neutral</b>
Through my job I achieve a good social status	<b>2.35</b>	<b>.608</b>	<b>5</b>	<b>Agree</b>
How satisfied are you with the sort of work you are doing	<b>2.25</b>	<b>.689</b>	<b>13</b>	<b>Neutral</b>
What value do you think the community puts on your service	<b>2.19</b>	<b>.646</b>	<b>18</b>	<b>Neutral</b>
In your daily work, how free are you to make decisions and to act on them	<b>2.15</b>	<b>.699</b>	<b>22</b>	<b>Neutral</b>
How much recognition does your supervisor show for a job well done	<b>2.21</b>	<b>.657</b>	<b>16</b>	<b>Neutral</b>
How satisfied are you with the type of leadership you have been getting from your Supervisor?	<b>2.24</b>	<b>.667</b>	<b>14</b>	<b>Neutral</b>
To what extend do you get to participate in the supervisory decisions that affect your job	<b>2.27</b>	<b>.662</b>	<b>10</b>	<b>Neutral</b>
How closely do you feel you are observed by your supervisor	<b>2.33</b>	<b>.697</b>	<b>7</b>	<b>Neutral</b>

How satisfied are you with the department as it now stands	2.19	.588	19	Neutral
How satisfied are you with your prestige within the travel agency	2.33	.679	8	Neutral
How satisfied are you with your chances of being promoted to a better position	2.27	.697	11	Neutral
How satisfied are you with your present salary	2.23	.730	15	Neutral
How satisfied are you with your status in the community	2.18	.640	20	Neutral
Would you advise a friend to join this department	2.42	.659	2	Agree
Do you receive a feeling accomplishment from the work you are doing	2.35	.682	6	Agree
Rate the amount of pressure you feel in meeting the work demands of your job	2.18	.743	21	Neutral
<b>Total Mean</b>	<b>2.27</b>			<b>Neutral</b>

Table (5) presents the means and standard deviations of the Satisfaction with the nature of work in travel agency, where the means ranged between (2.15- 2.43) compared with the total instrument mean for the domain (2.27) the item “I am happy and proud to have the opportunity to work in travel agencies.” ranked first with a mean and standard deviation (mean=2.43, standard deviation = 0.623) compared with the total instrument mean and the standard deviation. The item “In your daily work, how free are you to make decisions and to act on them” ranked last reached a mean (2.15) and the standard deviation was (0.699) compared with the mean and standard deviation of the total instrument.

#### 4.3.Pearson Correlation analyses:

**Table (6)** Correlation between How would you rate the reason you choose to work in travel agency and How would you rate each of the factors that motivate you to perform your job the best:

		How would you rate each of the factors that motivate you to perform your job the best?
How would you rate the reason you choose to work in travel agency?	Pearson Correlation	<b>.809**</b>
	Sig. (2-tailed).	<b>.000</b>

As seen in Table 6, there is a strong positive and significant relationship between the reasons employees choose to work in travel agencies and the factors that motivate them to perform their jobs well. The value of the Pearson correlation coefficient was (.809\*\* - sig = 0.000). This positive correlation indicates that as the reasons employees choose to work in travel agencies increase, the factors that motivate them to perform their jobs best also increase.

**Table (7)** Correlation between the reasons you choose to work in travel agency and Salary Satisfaction:

		Salary Satisfaction
How would you rate the reason you choose to work in travel agency?	Pearson Correlation	<b>.550**</b>
	Sig. (2-tailed).	<b>.000</b>

With regard to Table 7, there is a Moderate positive and significant relationship between the reason you chose to work in a travel agency and salary satisfaction. The value of the Pearson correlation coefficient was (.550\*\*--sig = 0.000). These results showed that there is a moderately positive relationship between the reason you chose to work in a travel agency and salary satisfaction. This positive correlation indicates that as the reason you choose to work in a travel agency increases, salary satisfaction increases.

**Table (8)** Correlation between the reasons you choose to work in travel agency and Satisfaction with the nature of work:

		Satisfaction with the nature of work
How would you rate the reason you choose to work in travel agency?	Pearson Correlation	<b>.603**</b>
	Sig. (2-tailed).	<b>.000</b>

As indicated in Table 8, there is a moderately positive and significant relationship between the reason you chose to work in a travel agency and your satisfaction with the nature of the work. The value of the Pearson correlation coefficient was (.603\*\* - sig = 0.000). These results showed that there is a moderately positive relation between the reason you choose to work in a travel agency and satisfaction with the nature of work. This positive correlation indicates that as the reason you choose to work in a travel agency increases, your satisfaction with the nature of the work also increases.

**Table (9)** Correlation between How would you rate each of the factors that motivate you to perform your job the best and Salary Satisfaction:

		Salary Satisfaction
How would you rate each of the factors that motivate you to perform your job the best?	Pearson Correlation	<b>.677**</b>
	Sig. (2-tailed).	<b>.000</b>

As shown in Table 9, there is a moderately positive and significant relationship between the factors that motivate you to perform your job the best and salary satisfaction. The value of the Pearson correlation coefficient was (.677\*\* - sig = 0.000). This positive correlation indicates that as the factors that motivate you to perform your job the best increase, salary satisfaction increases.

**Table (10)** Correlation between How would you rate each of the factors that motivate you to perform your job the best and Satisfaction with the nature of work:

		Satisfaction with the nature of work
How would you rate each of the factors that motivate you to perform your job the best?	Pearson Correlation	<b>.693**</b>
	Sig. (2-tailed).	<b>.000</b>

According to Table 10, there is a moderately positive and significant relationship between the factors that motivate you to perform your job the best and satisfaction with the nature of work. The value of the Pearson correlation coefficient was (.693\*\* - sig = 0.000). This positive correlation indicates that as the factors that motivate you to perform your job the best increase, your satisfaction with the nature of work increases.

**4.4. Regression analysis:**

**Table (11)** Simple Linear Regression analysis

	R	R <sup>2</sup>	F	Beta	Sig	Results
Impact rate the reason you choose to work in a travel agency on rating each of the factors that motivate you to perform your job the best.	<b>.809<sup>a</sup></b>	<b>.655</b>	<b>793.405</b>	<b>.809</b>	<b>.000<sup>b</sup></b>	<b>acceptable</b>
Impact of the reason you chose to work in a travel agency on salary satisfaction	<b>.550<sup>a</sup></b>	<b>.303</b>	<b>453.405</b>	<b>.550</b>	<b>.000<sup>b</sup></b>	<b>acceptable</b>
Impact of the reasons you choose to work in a travel agency on satisfaction with the nature of work	<b>.603<sup>a</sup></b>	<b>.363</b>	<b>593.405</b>	<b>.603</b>	<b>.000<sup>b</sup></b>	<b>acceptable</b>
Impact of rating each of the factors that motivate you to perform your job the best on salary satisfaction	<b>.677<sup>a</sup></b>	<b>.458</b>	<b>352.885</b>	<b>.677</b>	<b>.000<sup>b</sup></b>	<b>acceptable</b>
Impact of rating each of the factors that motivate you to perform your job the best on satisfaction with the nature of work	<b>.693<sup>a</sup></b>	<b>.480</b>	<b>385.675</b>	<b>.693</b>	<b>.000<sup>b</sup></b>	<b>acceptable</b>

From the results in Table 11, the impact of rating the reason you chose to work in a travel agency on rating each of the factors that motivate you to perform your job the best was 80.9%. The results of simple linear regression analysis show that the impact of the reason you chose to work in a travel agency on salary satisfaction is 55%. Then,

the impact of the reasons you chose to work in a travel agency on satisfaction with the nature of work was 60.3%, Impact of rating each of the factors that motivate you to perform your job the best on salary satisfaction with 67.7%, and finally impact of rating each of the factors that motivate you to perform your job the best on satisfaction with the nature of work with 69.3%.

## **5. Discussion and Recommendations**

### **5.1 Summary and Conclusion**

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

- The results of the study showed that the work environment in travel agencies is one of the factors that motivate employees to perform better.
- The results of the study showed that the appreciation of employees by managers when they develop their work is low.
- The results of the study showed that rewards based on performance and activities are high.
- The results of the study showed that the employees in travel agencies are satisfied with the annual bonuses and increases added to their salaries at a low rate.
- The results of the study showed that the happiness of the employees in the travel agencies that provide them with job opportunities is high.
- The results of the study showed that employees' freedom to make decisions and act accordingly in Egyptian tourism companies is low.
- The results of the study showed that there is a strong positive and significant relationship between the reasons employees choose to work in travel agencies and the factors that motivate them to perform their jobs well.
- The results of the study showed that there is a moderately positive and significant relationship between the reason of chose to work in a travel agency and salary satisfaction.
- The results of the study showed that there is a moderately positive and significant relationship between the reason of chose to work in a travel agency and satisfaction with the nature of the work.
- According to the results of the study, there is a moderately positive and significant relationship between the factors that motivate to perform job the best and salary satisfaction.
- According to the results of the study, there is a moderately positive and significant relationship between the factors that motivate to perform job the best and satisfaction with the nature of work.

### **5.2 Recommendations:**

- The management of the travel agencies should provide good working conditions for its employees so as to boost their morale.
- The management of the travel agencies should make employee morale a priority since an employee with a high morale will be more committed to the job.
- The management of the travel agencies should review its reward system so as to favor employees who are hardworking and committed to their jobs.



- The management of the travel agencies should have to develop formal reward systems to encourage employee involvement. Recognition of excellence for related efforts by any employee or department should be rewarded as a means of supporting a particular performance level.
- The management of the travel agencies should monitor closely the attitude, lifestyle, and leadership qualities of employees in the organization who can handle additional responsibilities and should be encouraged to promote increased performance and efficiency. In doing so, they should identify who they are and match responsibilities to their strengths and desires.
- Managers should also give their full attention to their employees and take an interest in their working processes. They should motivate their employees toward tasks.
- Managers' attitudes play a vital role in facilitating employee retention and discouraging labor turnover. So managers' attitudes should be friendly and unbiased toward everyone. Similarly, employees should behave in a proper manner. They should respect their manager to get the same response.
- The management of the travel agencies should design their rules, policies, and organizational structures in a way that facilitates the employees' ability to work well and appreciates them in order to achieve task fulfillment.

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## أثر التحفيز على الرضا الوظيفي في شركات السياحة المصرية

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### المستخلص

الموارد البشرية هي المورد الأكثر أهمية لوكالات السفر في بيئة الأعمال التنافسية لليوم. على الرغم من أن موظفي وكالات السفر يجب أن يمتلكوا ذكاءً ومعرفة وظيفية ومهارات متقدمة وقدرة على إدارة الوقت ، إلا أنهم لن يتقدموا في حياتهم المهنية أو يبذلوا جهودًا مثالية ما لم يكن لديهم دوافع جيدة. يهدف البحث إلى تحليل تأثير الدافع على الرضا الوظيفي في وكالات السفر في مصر. ولتحقيق ذلك استخدم هذا البحث المنهج الوصفي التحليلي ، حيث تم إعداد استبيان وتوزيعه على عينة عشوائية عددها أربع مائة وعشرون (420) موظفًا في شركات السياحة المصرية. تم تحليل الاستبيانات باستخدام الإحصاء الوصفي ، وتحليل الموثوقية ، وارتباط بيرسون ، وتحليل الانحدار بدعم من SPSS 25.0. توصل البحث إلى عدة نتائج ، منها أن هناك علاقة إيجابية وذات مغزى بين أسباب اختيار الموظفين للعمل في شركات السياحة المصرية والعوامل التي تدفعهم لأداء وظائفهم بشكل جيد. وبالتالي أوصى البحث بضرورة أن يعطي مديرو في شركات السياحة المصرية الأولوية لمعنويات الموظفين لأن الموظف الذي يتمتع بروح معنوية عالية سيكون أكثر التزامًا بالوظيفة.

### الكلمات الدالة

التحفيز  
الرضا الوظيفي  
الشركات السياحية ، مصر