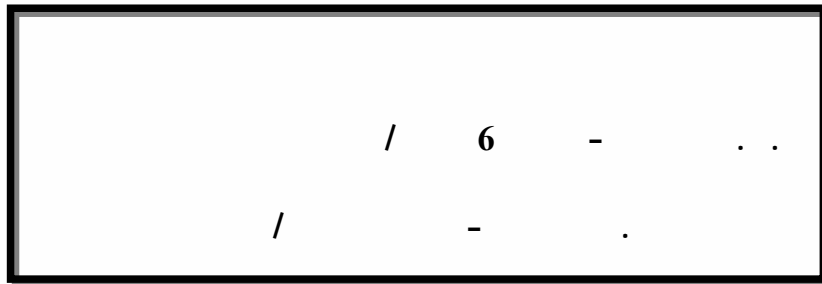


جامعة فيلادلفيا
كلية العلوم الإدارية والمالية

المؤتمر العلمي الرابع

الريادة والإبداع

إستراتيجيات الأعمال في مواجهة تحديات العولمة



15 – 16/3/2005

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الملخص

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(241)

2001

Abstract

This study entitled ” **Factors influencing employee satisfaction in the hotel industry of Jordan**” aimed at learning the nature of employee satisfaction in the hotel industry of Jordan, analyzing the main factors influencing employee satisfaction, as well as suggesting possible measures to enhance and improve employee satisfaction in the hotel industry of Jordan.

The actual study sample includes (241) employee from the three, four and five- star hotels in Jordan during the year 2001, whom experience in the hotel industry is not less than a year.

The study concluded that differences of statistical evidence were found between employee satisfaction on one side and each of employee marital status, hotel classification and employee total experience in the hotel industry on the other side, employee satisfaction in the hotel industry of Jordan was around average, and regarding the relative importance of the main factors influencing employee satisfaction, employee satisfaction was high on leadership style followed by work environment, hotel management, hotel organization, and least was hotel compensation system .

The study suggested more consideration to the hotel compensation system, unity of command and leadership without duplication in management and leadership, more consideration to issues relating to the hotel human resources, better efforts to be paid by management of three and five star hotels to employee satisfaction and related aspects, and caring more about employees with short and intermediate experience to influence their level of satisfaction for the mutual benefit of each of the hotel employees, the hotel establishment, and hotel guests.

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(%74.8)

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(0.94)

(0.88)

(0.75)

(0.73)

(0.83)

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0.73	
0.83	
0.73	
0.75	
0.88	
0.94	

(241)

(%24.5) (%32.8) (%42.7)

(%32.4) (%48.1)

(%3) (%19.5)

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%71.8	173		
%28.2	68		
%91.3	220		
%8.7	21		
%63.5	153		
%33.6	81		
%2.9	7		
%39.0	94	25	
%56.0	135	45 - 25	
%5.0	12	45	
%61.8	149	3-1	
%20.3	49	6-4	
%10.8	26	9-7	
%7.1	17	10	
%34.4	83	3-1	
%30.3	73	6-4	
%21.2	51	9-7	
%14.1	34	10	

(%71.8) (2)

(45-25) (%56) (%63.5) (%91.3)

. 45 (%95)

(6-4) (%20.3) (3-1) (%61.8)

10 (%7.1) (9-7) (%10.8)

(%34.4)

(9-7) (%21.2) (6-4) (%30.3) (3-1)

. 10 (%14.1)

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5	0.62	3.22	
1	0.82	3.63	
4	0.63	3.32	
2	0.59	3.48	
3	0.58	3.39	

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(0.002 =p)

(6.264)

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(0.017=p)

(4.126)

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(18-12)

(0.030 =p)

(3.029)

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0.290	1.125	0.340	1	0.34	
0.484	0.492	0.149	1	0.15	
0.002	6.264	1.892	2	3.78	
0.257	1.368	0.413	2	0.83	
0.753	0.284	0.086	2	0.17	/
0.017	4.126	1.246	2	2.49	
0.169	1.694	0.512	3	1.54	
0.030	3.029	0.915	3	2.75	
		0.302	224	67.65	
			241	2855.97	

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3.43		
3.38		
2.68		
3.26	3	
3.59	4	
3.36	5	
3.39	3-1	
3.30	6-4	
3.12	9-7	
3.56	10	

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(0.025 = p)

(5.096)

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(3.46)

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(0.025 = p)

(3.732

. (3.57)

(0.001 = p)

(12.869)

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. (3.30)

(0.012 = p)

(4.485)

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. (4.03)

45

= p)

(5.801)

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. (3.84)

(0.003

0.001 = p)

(7.182)

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. (3.38)

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0.801	0.064	0.019	1	0.019		
0.250	1.330	0.793	1	0.793		
0.068	3.363	1.130	1	1.130		
0.104	2.668	0.826	1	0.826		
0.025	5.096	2.871	1	2.871		
0.968	0.002	0.000	1	0.000		
0.669	0.184	0.109	1	0.109		
0.062	3.517	1.182	1	1.182		
0.257	1.293	0.400	1	0.400		
0.455	0.559	0.315	1	0.315		
0.000	12.869	3.875	2	7.749		
0.052	2.992	1.783	2	3.566		
0.001	7.182	2.413	2	4.827		
0.065	2.760	0.854	2	1.708		
0.094	2.385	1.343	2	2.687		
0.012	4.485	1.350	2	2.701		
0.108	2.250	1.341	2	2.682		
0.283	1.269	0.426	2	0.853		
0.099	2.337	0.723	2	1.447		

0.355	1.039	0.585	2	1.171		
0.858	0.154	0.046	2	0.092		/
0.634	0.457	0.272	2	0.545		
0.165	1.814	0.610	2	1.219		
0.494	0.707	0.219	2	0.438		
0.935	0.067	0.038	2	0.075		
0.053	2.970	0.894	2	1.789		
0.003	5.801	3.457	2	6.914		
0.166	1.812	0.609	2	1.218		
0.093	2.396	0.741	2	1.483		
0.025	3.732	2.102	2	4.204		
0.013	3.675	1.106	3	3.319		
0.057	2.538	1.512	3	4.537		
0.008	4.064	1.366	3	4.097		
0.029	3.071	0.950	3	2.851		
0.301	1.225	0.690	3	2.070		
0.018	3.415	1.028	3	3.084		
0.049	2.656	1.583	3	4.748		
0.002	4.987	1.676	3	5.028		
0.143	1.826	0.565	3	1.696		
0.015	3.545	1.997	3	5.992		

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3.21			
3.30			
2.31			
3.11	25		
3.22	45-25		
4.03	45		
3.72			
3.53			
2.80			
3.45	3		
3.84	4		
3.66	5		
3.26			
3.46			
3.15	3		
3.57	4		
3.24	5		
3.38			
3.28			
2.53			

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1.02	2.73		1
1.05	3.47		2
1.13	2.69		3
1.23	2.92		4
1.14	3.06		5
1.32	3.55		6
1.18	3.94		7
1.29	2.99		8
1.07	3.63		9
1.10	3.21		10
0.62	3.22		

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1.18	3.80		11
1.13	3.80		12
1.15	3.65		13
1.12	4.00		14
1.20	3.88		15
1.27	2.89		16
1.10	3.40		17
0.82	3.63		

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1.26	3.59		18
1.13	3.66		19
1.19	3.57		20
1.25	3.43		21
1.21	3.46		22
1.22	3.00		23
1.15	3.24		24
1.02	3.37		25
1.27	3.34		26
1.03	3.94		27
1.15	2.53		28
0.63	3.32		

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(3.48)

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1.07	3.61		29
0.99	3.72		30
1.07	2.82		31
1.02	3.85		32
1.09	3.77		33
1.31	3.16		34
1.11	3.54		35
1.10	3.57		36
1.13	3.70		37
1.18	3.42		38
1.06	3.15		39
0.59	3.48		

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1.38	3.12		40
1.18	3.58		41
1.30	2.94		42
0.96	3.96		43
1.16	2.94		44
1.06	3.24		45
1.13	3.41		46
1.27	3.02		47
1.20	3.37		48
1.29	3.36		49
1.18	3.37		50
1.20	3.34		51
1.25	3.38		52
0.78	3.31		

0.58	3.39		
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