

Assessing Front Office Employees' Perceptions of the Work Environment

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Abstract

Suitable work environment is necessary for good performance. This study was conducted to evaluate the work environment in five-star hotels in Egypt, especially at front office department, through assessing the perceptions of front office employees about the work conditions inside the department. Data were collected from a questionnaire designed to measure the front office employees' opinions about different elements of work environment and distributed in 11 five- star hotels among 125 front office employees. Data were statistically analyzed by Statistical Package for Social Science (SPSS). The statistical analyses revealed that front office employees were not satisfied of the work environment quality in their department. Hence, it is recommended to enhance work conditions to make front office staff performance better.

Keywords: Front office, work environment, work conditions, hotel management, quality service.

1- Introduction

Service is the main hotel's product; it plays an important role in hotel economy (Ranal, 2002). Good service results from good teamwork with good attitude and good skills working in a proper work environment to make the guest feel satisfied (Kerry and Sommerville, 2007). Employees should meet the standards set by the organization to ensure the quality of their work (Hakan and Jamel, 2006). Guests visit various hospitality operations with very distinct motivations, needs and expectations, the ability to not only meet, but actually exceed guests' expectations will play a significant role in determining operation's success or failure (Ahmed, 2014). To meet the standards of an organization, employees need a working environment that allows them to work freely without problems that may obstacle them from performing up to the level of their full potential (Abdul Raziq and Raheela, 2015).

In the modern era, organizations are facing different challenges due to the dynamic nature of the internal and external environment (Hakan and Jamel, 2006).Improving guest service attendants work environment is a challenge facing hotel management, because they have a direct contact with guests (Marlene et al., 2010). To overcome this challenge hotel management should work seriously to enhance work environment so as to help them offer quality services and good attitude (Abu Bakr, 2006). The successful hospitality enterprises must understand this concept quite well and those operations should also understand that the best way to meet and exceed customers' expectations is to have a well-trained, dynamic and motivated staff besides providing a comfortable and appropriate working environment (Alaslair, 2010).

2- Review of literature

- **Work environment**

Work environment has been used in the past literature to describe what was earlier termed ‘occupational health and safety’ (Graham *et al.*, 2003). The development of the term in language represented a shift away from focusing narrowly on health and safety hazards to concentrating more broadly on factors in the physical and social environment that influence the quality of work life (Achua and Lusseler, 2010). As a result, strategies have been built not only to protect the employees from work-related injuries and illness, but also to promote working conditions able to fulfill human needs for well-being and development (Herman *et al.*, 2011). The work environment composes of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures, work relations and rewards obtained from work (Hakan and Jamel, 2006). Additionally, work environment involves different factors within the work place such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management. In brief, the term work environment is used to describe the surrounding conditions in which an employee operates (Masudah, *et al.*, 2012).

No doubt that creativity and innovation need to identify and enhance all dimensions of work environment (Herman *et al.*, 2011). On the other hand, bad work conditions lead to work stress that is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker’s capabilities, resources (Masudah, *et al.*, 2012). As well, Brotherton (2003) explained that providing suitable work environment for all front office employees helps them to perform their tasks successfully and accurately to meet and exceed guest needs and expectations from the hotel, and to avoid mistakes which would affect the guest satisfaction about the hotel.

In fact, offering the guest a luxury room, easy check in and delivering luggage on time are not enough to make the guest feel satisfied, a smile from the front desk employee and good communication with eye contact are very important (Achua and Lusseler, 2010). Moreover, the guest may tolerate some mistakes and forgive some shortage of other services of other departments in hotel, if he or she finds good attitude and warm smile from front office employees (Ranal, 2002).

In a similar way, Mohamed (2002) mentioned that there are three kinds of factors influence the feeling of the workers towards their work; moral factors that include (feeling safe, feeling of the importance of job, praising, workmates and participation), material factors that include (work design, salaries and wages, effective communication, supervision, directing and training), environmental factors that include (lightening, airing and temperature, breaks and rest times during work and work hours).

- **The importance of labor in the hospitality industry:**

Human resources are an essential component in the process of achieving the mission and vision of any organization. Abu Bakr (2006) reported that; the employees hold the key of the competitive success in the hospitality industry .They play an important role in hotel success. As well, Powers *et al.*, (2003) cited in the report entitled (Tourism workforce in 2020) that; employment in tourism occupations has grown by (3.7 percent yearly) over the past five years, the report also predicts that; employment growth in the industry will continue at even higher rates (four percent yearly) in the shorter term. In particular the demand for supervisors in the restaurant and accommodation sectors is likely to increase steadily between 2006 and 2010.

According to (Power *et al.*, 2003) the quality must be produced right from the beginning; the key to quality is human beings who deliver it. Quality is a commitment from the management, supervisors and operational level staff. To ensure that management's quality objectives are reached, employees need to be empowered to carry out procedures that will ensure quality service (The American Hotel and Lodging Educational Institute,2003).

The employees should be well empowered through providing suitable organizational atmosphere (Zintany, 2000). Empowerment means that employees are responsible for their decisions and actions. This allows for immediate response to customer needs and leads to improvement in the quality of service (Kerry and Sommerville, 2007). It is essential, however, that employees have the skills and knowledge required to make these decisions. Service quality improvement depends essentially upon motivated employees (Rossier, 2009). In fact, Hotels often have a very similar product. So, it is in many cases, the human element that captures success for one hotel over another and gives that competitive advantage (Rossier, 2009). Hospitality organizations are working under pressure to improve their performance, to anticipate guests' needs, and to develop new markets (Abdul Raziq and Raheela, 2015). Front office staff are, therefore, very necessary at the hotel as they have great share in hotel success.

- **Front office**

The front desk is usually the focal point of activity for the front office and is prominently located in the hotel's lobby (Ranal, 2002). Front office is the most visible department in a hotel. Front office personnel have more contact with guests than do staff in most other departments (Benny, 2013). Guests come to the front desk to register, to receive room assignments, to inquire about available services, facilities, and the city or surrounding area, and to check out (The American Hotel and Lodging Educational Institute, 2003). The front desk often works as the hotel control center for guest requests concerning housekeeping or engineering issues .In addition, it may also be a base of operation (Zintany, 2000)

3- Objectives of the study

The study aimed to evaluate work environment in five-star hotels in Cairo, and to assess the perceptions of front office staff of the work environment inside the department.

4- Materials and Methods

4.1 Sample:

According to the Egyptian hotel association (2017), there are 47 five star hotels in Greater Cairo region, since there are many hotels in Greater Cairo , the researcher chose 11 hotels in different geographical areas in the Greater Cairo to be the sample of the study . Also, the hotels chosen are affiliated with different international hotel chains, they are: Samiramis intercontinental hotel, Ramses Hilton hotel, Helnan Shepard hotel, Grand Nile Tower, Peramisa hotel, Conrad hotel, Holiday inn city star, Fairmont hotel, Daset Thani hotel, Le Meridian Pyramids hotel, Movenpick Pyramids Park. These hotels represent 23.4% of the five star hotels in Greater Cairo, front office department employees were the target of the current study.

4.2 Methods

Data were collected through questionnaire forms distributed among front office employees of the hotels chosen in the study. The questionnaire was designed and distributed among the front office employees to examine the opinions of the employees about the work environment. The questionnaire was pre- tested to determine its validity and reliability. First, the questionnaire was reviewed by some tourism experts, secondly, 165 forms of the questionnaire were distributed among the front office employees of the eleven hotels chosen for the study (15 forms in each hotel), 125 questionnaire forms were valid to be studied and analyzed.

The questionnaire included attributes about the viewpoints of front office staff regarding (hotel management, supervisors' dealing, computer system used at the hotel- daily work hours, salaries and wages, staff cafeteria meals and cleanliness, work relations among workmates, emergency policy at the hotel, shift rotation policy, staff transportation service, health and social assurance system, leaves and vacations policy, promotion policy, appreciating special conditions, lockers and water closets cleanliness and supplies, uniform used and training programs). Likert scale (1-4) has been used, where (1) represents very unsatisfied, (2) represents unsatisfied, (3) represents satisfied, and (4) represents very satisfied.

4.3 Data analysis and statistical techniques;

Data were analyzed using the Statistical Package for the Social sciences (SPSS) computer system.

5- Results and discussion

Respondents' demographics

A- Age categories

The purpose of this was to identify the age categories of the front office employees. Table 1

Table 1: Age categories

Attribute	Less than 20		From 21 to less than 30		From 31 to less than 40		Over than 40		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Age	3	2.4	82	65.6	30	24	10	8	125	100

The answers of this question showed that (3) respondents (2.4 %) were less than 20 years old , (82) respondents(65.6 %) were between 20 and 30 years old , (30) respondents (24 %) were between30 and 40 years old , and (10) respondents (8 %) were over than 40 years old. Age is an important factor that has an influence of job satisfaction (Achua and Lusseler, 2010), however, the results showed no significant variances among age categories regarding employees' perceptions of work environment.

B-Respondents' gender.

The aim of this question was to determine the gender of the front office employees. Table 2

Table 2: Respondents' gender

Attribute	male		female		Total	
	Freq.	%	Freq.	%	Freq.	%
Gender	74	59.2	51	40.8	125	100

The answers of the questionnaire showed that (74) respondents (59.2%) were males, and (51) respondents (40.8) were females.

Respondents' viewpoints of the hotel management.

This question aimed to measure the opinions of the front office employees about the hotel management. Table 3

Table 3: Respondents' viewpoints of the hotel management.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Hotel Management	58	46.4	41	32.8	20	16	6	4.8	125	100

The answers of this question revealed that (58) respondents (46.4%) were very unsatisfied, (41) respondents(32.8 %) were unsatisfied, (20) respondents (16 %) were satisfied and (6) respondents (4.8 %) were very satisfied about hotel management. That means that most of the employees (79.2 %) have a bad viewpoint towards management. That does not go in accordance with the assumption that; hotel management must build good relationships with employees by taking a proactive approach, beginning with listening to employees and their concerns (Jill, 2009).

Respondents' viewpoints regarding the department supervisors.

This question aimed to measure the opinions of the front office employees about the way of supervising them. Table 4

Table 4 Respondents' viewpoints regarding the department supervisors.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Supervision	70	56	35	28	12	9.6	8	6.4	125	100

The answers of this question showed that (70) respondents (56 %) were very unsatisfied,(35) respondents(28%) were unsatisfied, (12) respondents (9.6%) were satisfied and (8) respondents (6.4 %) were very unsatisfied. that means that the most of employees (84 %) are unfavorable viewpoint towards supervisors. This result reflects the (class-system work environment) that is widely applied in hotels. In the (class-system work environment) some employees are objectively better than others, bosses can't be questioned, leaders can't be challenged and employees must submit to whatever they're told (Abdul Raziq and Raheela, 2015).

Respondents' perceptions of the computer system used.

This question was to measure the opinions of the front office employees about the computer system used in the front office which registers guests and their accounts in the hotel. Table 5

Table 5: Respondents' perceptions of the computer system used.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Computer system	4	3.2	2	1.6	102	81.6	17	13.6	125	100

The answers of this question showed that (4) respondents (3.2 %) were very unsatisfied, (2) respondents(1.6 %) were unsatisfied, (102) respondents (81.6 %) were satisfied and (17) respondents (13.6 %) were very satisfied about the computer system used . That means that nearly all of employees (95%) approve the computer system. That comes as a result that; five-star hotels always apply the latest computer systems (Masudah, 2012).

Respondents' viewpoints regarding the daily work hours.

The purpose of this question was to measure the opinions of the front office employees about the number of hours the employee work per day. Table 6

Table 6: Respondents' viewpoints regarding the daily work hours.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Daily Work Hours	39	31.2	64	51.2	20	16	2	1.6	125	100

The answers of this question showed that (39) respondents (31,2 %) were very unsatisfied, (64) respondents(51.2 %) were unsatisfied, (20) respondents (16) were satisfied and (2) respondents (1.6 %) were very satisfied about daily work hours. that means that majority of the front office employees (82%) have unfavorable viewpoint towards daily work hours. This high percentage of unfavorable perceptions is a reasonable consequence to the (nine-to-five work environment) which means that time commitment is the main aim of management. That work environment is widely applied in the hotel sector (Abdul Raziq and Raheela, 2015). Table 6

Respondents, opinions regarding their salaries and wages.

This question was to measure the opinions of the front office employees about the amount of money paid to each employee monthly. Table 7

Table 7: Respondents, opinions regarding their salaries and wages.

Attribute	Very unsatisfied		Unsatisfie d		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Salaries and wages	95	76	12	9.6	10	8	8	6.4	125	100

The answers revealed that (95) respondents (76 %) were very unsatisfied,(12) respondents(9.6%) were unsatisfied, (10) respondents (8 %) were satisfied and (6) respondents (6.4 %) were very satisfied about their monthly salaries . although the salaries in the tourism sector is likely high, most of the employees (86 %) look at the salaries and wages system badly. It was obvious that men are likely unsatisfied more women (73%) about salaries system, especially the age category (from 21 to30). These results go in accordance with the (skill-based or knowledge-based compensation) which mean the organization pays to employees based on the skills they possess or master, not for the job they hold (Jill, 2009). Table 7

Respondents' perceptions of staff cafeteria.

Table 8: The perceptions of the front office employees about the meals offered in the staff cafeteria, also its cleanliness.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Staff cafeteria meals and cleanliness	25	20	17	13.6	68	54.4	15	12	125	100

The answers of this question showed that (25) respondents (20 %) were very unsatisfied, (17) respondents (13.6) were unsatisfied, (68) respondents (54.4) were satisfied and (15) respondents (12%) were very satisfied about the meals and the cleanliness of staff cafeteria. Then, it is obvious that nearly three quarters of front office employees (76 %) have a favorable viewpoint towards staff cafeteria. As, in many hotels, front office employees are considered seniors in the staff cafeteria. Table 8

Respondents' perceptions of the work relations.

Table 9: Front office employees' perceptions of their workmates and the social relations with in the department.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Work relationship among workmates	8	6.4	15	12	90	72	12	9.6	125	100

The answers of this question revealed that (8) respondents (6.4 %) were very unsatisfied (15) respondent(12%) were unsatisfied, (90) respondents (72 %) were satisfied and (12) respondents (9.6 %) were very satisfied about the social relations. That means that majority of the employees (82 %) have good perceptions of work relations. Although, previous studies found out that attractive compensation is the top reason for staying in a job for men, while women focus more on working relationships and desirable working hours (Harold, 2018), the results have no significant variances depending on employees' gender. Table 9

Respondents' perceptions of hotel emergency policy.

Table 10: The opinions of the front office employees about the equipment and the plans of emergency in hotels.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Emergency Policy	4	3.2	20	16	100	80	1	0.8	125	100

The answers of this question revealed that (4) respondents (3.2%) were very unsatisfied (20) respondents (16%) were unsatisfied, (100) respondents (80%) were satisfied and (1) respondent (0.8 %) were very satisfied about the emergency policy. That means that the most employees (81%) have good perceptions towards emergency system in hotels. Table 10

Respondents' viewpoints regarding the shift rotation policy.

Table 11: The opinions of the front office employees about shifts beginning and ending time and shifts rotation policy.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Shifts Rotation Policy	10	8	39	31.2	61	48.8	15	12	125	100

The answers of this question showed that (10) respondents (8%) were very unsatisfied,(39) respondents(31.2%) were unsatisfied, (61) respondents (48.8 %) were satisfied and (15) respondents (12 %) were very satisfied about shifts timing and routing policy. that means that nearly half of employees (61%) have a good viewpoint towards shift rotation policy. That support the assumption of; in the tourism sector, there are issues of, excessive hours, poor terms and conditions, lack of union recognition and high staff turnover (Harold, 2018). Table 11

Respondents' viewpoints regarding the staff transportation service.

Table 12: The opinions of the front office employees about the buses used, timing .participation fees, places of pick up.

Attribute	Very Unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Staff Transportation Service	70	56	40	32	12	9.6	3	2.4	125	100

The answers of this question showed that (70) respondents (56.4%) were very unsatisfied, (40) respondents (32. %) were unsatisfied, (12) respondents (9.6 %) were satisfied and (3) respondents (2.4 %) were very satisfied about the transportation service. These results mean that the most employees (88%) have unfavorable viewpoint towards staff transportation service, because most of the hotels have no staff transportation service. Table 12

Respondents' viewpoints regarding the health insurance system applied in the hotel.

Table 13: The opinions of the front office employees about procedures of the hotel in case of being ill or injured.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very Satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Health insurance system	25	20	68	54.4	25	20	7	5.6	125	100

The answers of this question showed that (25) respondents (20%) were very unsatisfied, (68) respondents (54.4%) were unsatisfied, (25) respondents (20 %) were satisfied and (7) respondents (5.6 %) were very satisfied about health assurance procedures applied in the hotel. Nearly three quarters of front office employees (74%) do not approve the health insurance system in their hotels. Table 13

Respondents' viewpoints regarding the leaves and vacations policy.

Table 14: The opinions of the front office employees about annual holidays, number of days off during the year.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Leaves and vacations policy	50	40	45	36	25	20	5	4	125	100

The answers of this question showed that (50) respondents (40%) were very unsatisfied, (45) respondents (36%) were unsatisfied, (25) respondents (20%) were satisfied and (5) respondents (4 %) were very satisfied about the leaves and vacation policy. More than three quarters of front office employees (76 %) have unfavorable viewpoint towards leaves and vacations. Women were more unfavorable (83%) of them were unfavorable, because women focus more on working relationships and desirable working hours in addition to vacations (Harold, 2018). Table 14

Respondents' viewpoints regarding promotion policy:

Table 15: The opinions of the front office employees about the chances of promotion in the hotel.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Promotion policy	12	9.6	68	54,4	40	32	5	4	125	100

The answers of this question showed that (12) respondents (9.6 %) were very unsatisfied, (68) respondents(54.4%) were unsatisfied, (40) respondents (32 %) were satisfied and (5) respondents (4 %) were very satisfied about promotion policy. Nearly two thirds of front office employees (64 %) have unfavorable viewpoint towards promotion policy. Men were more likely unfavorable than women as (71%) of them were unfavorable about promotion policy because men always concentrate on compensation and promotion more than women (Harold, 2018). Table 15

Respondents' viewpoints regarding appreciating urgent conditions.

Table 16: The opinions of the front office employees about the attitude of the management towards the urgent conditions of employees.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Appreciating special conditions	41	32.8	64	51.2	13	10.4	7	5.6	125	100

The answers of this question showed that (41) respondents (32.8 %) were very unsatisfied, (64) respondents (51.2%) were unsatisfied, (13) respondents (10.4%) were satisfied and (7) respondents (5.6 %) were very satisfied about the management's attitude towards their conditions. That means that most of front office employees (83%) have a bad viewpoint towards appreciating urgent conditions because, the (sink-or-swim work environment) which consists of either success or failure and doesn't allow people to learn from their mistakes is widely applied in hospitality sector (Abdul Raziq and Raheela, 2015). Table 16

Respondents' viewpoints regarding staff lockers and water closets cleanliness and supplies.

Table 17: The opinions of the front office employees about the supplies and cleanliness of the lockers and water closets in the hotel.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Water closets cleanliness and supplies	5	4	4	3.2	105	84	11	8.8	125	100

The answers of this question revealed that (5) respondents (4 %) were very unsatisfied, (4) respondents (3.2%) were unsatisfied, (105) respondents (84 %) were satisfied and (11) respondents (8.8 %) were very satisfied about water closets cleanliness and supplies. That means that the most employees (93 %) have a very favorable viewpoint towards lockers and water closets. Table 17

Respondents' viewpoints regarding staff uniform.

Table 18: The opinions of the front office employees about uniform used in the front office department.

Attribute	Very unsatisfied		unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Staff uniform	2	1,6	12	9.6	41	32.8	70	56	125	100

Respondents answers for this question revealed that (2) respondents (1.6 %) were very unsatisfied, (12) respondents (9.6%) were unsatisfied,(41) respondents (32.8%) were satisfied and (70) respondents (56 %) were very satisfied about their uniforms. That means that most employees (88%) have a favorable viewpoint regarding uniforms. Table 18

Respondents' viewpoints regarding training programs:

Table 19: The opinions of the front office employees about training subjects, timing, trainers, etc.

Attribute	Very unsatisfied		Unsatisfied		Satisfied		Very satisfied		Total	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Training programs	5	4	61	48.8	50	40	9	7.2	125	100

The answers of this question showed that (5) respondents (4%) were very unsatisfied, (61) respondents (48.8%) were unsatisfied, (50) respondents (40 %) were satisfied and (9) respondents (7.2 %) were very satisfied about training programs. More than half of front office employees (53%) have a favorable viewpoint towards training programs. Table 19

7. Conclusion

The results of the study reveal that the front office employees are not satisfied about work environment, specially concerning (hotel management, supervisors dealing, computer system used at the hotel-daily work hours, salaries and wages, staff cafeteria meals and cleanliness, work relations among workmates, emergency policy at the hotel, shift rotation policy, staff transportation service, health and social assurance system, leaves and vacations policy, promotion policy, appreciating special conditions, lockers and water closets cleanliness and supplies, uniform used and training programs). On the other hand, they favorable perceptions regarding computer system used in the hotel, staff cafeteria, hotel emergency system, shift rotation system, lockers and staff water closets and uniforms.

The results also found out that male employees are more unfavorable (71%) than female employees. The age category (from 21-30) is more unfavorable towards salaries. That means that the beginning salaries are to be enhanced. Moreover, female employees are more unfavorable than male employees concerning leaves and vacations.

8. Limitations of the study:

This study has been conducted of five-star hotels only, so the results of the study could not be applied on four and three star hotels. The study also, has been conducted on the five star hotels in Cairo; consequently, the hotels outside this area were not included in the study.

9. Directions for future researches:

There is a need to study the work environment in other hotel departments. Also, there is a need to study the relationship between work environment and productivity in the hotel.

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الملخص العربي

مما لا شك فيه أن العنصر البشري هو العامل الحاكم في تقديم خدمة جيدة في الفندق وبالتالي تحقيق رضا العملاء الذي يعد الهدف الأسمى للخدمة الفندقية. ونظراً للأهمية الكبيرة للعنصر البشري يجب العمل علي توفير بيئة عمل مناسبة للعاملين به. يهدف البحث إلي تقييم بيئة العمل في فنادق الخمس نجوم بالقاهرة وكذلك تقييم إدراك العاملين بقسم المكاتب الأمامية لبيئة العمل. تم اختيار عينة مكونة من أحد عشر فندقاً هي (سميراميس إنتركونتيننتال، رمسيس هيلتون، هلنان شيرد، جراند نايل تاور، بيراميزا، كونراد، هوليداي إن سيتي ستار، فيرمونت، دوسيت ثاني، ميريديان بيراميدز، موفمبيك بيراميدز بارك) وتوزيع ١٢٥ استبيان بين العاملين بالمكاتب الأمامية بها. تم استخدام برنامج (SPSS) لتحليل البيانات. وقد أوضحت النتائج أن العاملين بقسم المكاتب الأمامية بالفنادق التي شملتها الدراسة لا يشعرون بالرضا خاصة فيما يتعلق بـ (الإدارة والإشراف والأجازات والتأمين الصحي والاجتماعي والتعامل في حالة الظروف الطارئة وبرامج التدريب ونظام الترقى. بينما هناك رضا فيما يتعلق بنظام الحاسب الآلي بالفندق و كافيتريا العاملين و نظام الطوارئ بالفندق ونظام الورديات و غرفة تغيير الملابس وحمامات العاملين و الزي الموحد للعاملين بالقسم.

الكلمات الدالة: بيئة العمل، المكاتب الأمامية، ظروف العمل، الإدارة الفندقية ، الخدمة الجيدة.