Impact of Supportive Work Environment on Employees Intention to Stay in Hotels

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Abstract

This article aims to show how supportive work environment predictors (organizational support, supervisor support, and job satisfaction) influence employees' intentions to stay in five-star hotels in Cairo, Egypt. The current study relied on one type of data collection (questionnaire forms). Of these, 363 questionnaire forms were valid for further analysis. Data were analyzed using SPSS version 25. According to the findings of this study, there is a significant and positive relationship between supervisor support and hotel employees' intention to stay. The results of the study also confirmed that there is a significant and positive relationship between job satisfaction and the intention to stay among hotel employees. However, there is no significant relationship between organizational support and the intention to stay among hotel employees. The study shows that job satisfaction has the strongest effect on the intention to stay among hotel employees. The study highlights several implications for hotel management and covers a gap in previous research studies by examining the supportive work environment in hotels in Egypt.

Keywords: Supportive work environment, intention to say, hotels, Egypt

Introduction

Attracting and retaining unique individuals with desired traits and talents is critical to an organization's success and dominance in its industry. (Aman-Ullah et al., 2020; Frimayasa, 2021). Therefore, hotel organizations strive to retain distinguished employees in the work environment (Krishnan et al., 2016). In addition, organizations that retain and keep the best employees will be able to compete with other organizations and enhance their productivity and profitability (Naz et al., 2020). Top management needs to provide and keep a supportive work environment for employees to improve their decision to stay in the organization (Newman et al., 2020). Furthermore, the work environment has a direct effect on employees' loyalty (Astuti & Helmi, 2021). Additionally, a good work environment creates a long-term relationship between employees and the organization (Musinya et al., 2021). A work environment is defined as a situation or location that gives employees the comfort and safety, they need to perform their jobs properly, which can later decide the organization's success (Asghar et al., 2021).

A supportive work environment is one of the most essential aspects in enhancing employees' intention to stay with their jobs (Suyoto & Murtiharso, 2019; Utami et al., 2021). A supportive work environment includes a combination of factors such as organizational support, supervisor support, work pressure, employee participation in decision-making, managerial control, teamwork spirit, task orientation, independence, a comfortable work environment, creativity and innovation, and clearness (Iqbal et al., 2020; Frimayasa, 2021). Supportive work environment predictors (supervisor support, organizational support, and job satisfaction) are the main backbone for the hotel industry to decrease the turnover among their employees and motivate them to stay within their jobs (Huang et al., 2017; Mohsin et al., 2021).

The intention to stay is defined as the employee's craving to remain in their jobs for as long as possible and their desire to work in the organization for the rest of their careers (Odai et al., 2021). Intention to stay is also explained as a process where employees are inspired and motivated to stay in the organization for a long time (Cai et al., 2019; Andari et al., 2021). A supportive work environment is one of several factors that influence employee retention in the workplace (Herman

& Didni, 2020). Besides, the employee's intent to stay and intent to leave have an impact on the organization's performance (Bentley et al., 2021). Accordingly, if an employee wishes to go, the company will lose him; but, if an employee intends to stay, it signifies that the firm invests in workers' long-term intentions to stay (EL-Banan, 2017; Bentley et al., 2021).

Based on previous studies, the current study contributes to earlier research in several ways. This study adds to the debate on the difficult problem of employees' intentions to stay in their jobs in the hospitality industry in Egypt. Moreover, the study adds to the existing knowledge by introducing a contextualized perspective of a supportive work environment in the form of organizational support, supervisory support, and job satisfaction. Despite several studies on the relationship between a supportive work environment and employee intention to leave, there is still a significant lack of research on the relationship between a supportive work environment and employee intention to stay (Iqbal, 2020; Musinya, 2021). Therefore, this study aims to explain the impact of supportive work environment predictors on the intention to stay between hotel employees in Cairo. The goal of the study is threefold: find out how organizational support affects hotel employees' plans to stay, find out how supervisor support affects hotel employees' plans to stay and find out how job satisfaction affects hotel employees' plans to stay.

Background

Intention to Stay
The intention to stay is defined as the likelihood of an employee remaining to work for the organization (Abraham et al., 2016). It is also explained as the employees' awareness and desire to continue working for the same organization (Astuti & Helmi, 2021). According to Halid et al. (2020), "intention to stay" refers to workers' willingness to stay in the present company for an extended period. Losing individuals increases the organization's costs, which is exacerbated if the employees are the best (Nigatu, 2019). Small businesses face higher obstacles than large businesses since they must compete with major corporations' competitive offers for job seekers in the labor market (AL-Hamadan et al., 2017; Astuti & Helmi, 2021). Therefore, organizations seek to provide a supportive work environment for employees to increase their desire to stay within their jobs (Asghar et al., 2021; Yusliza et al., 2021).

Supportive Work Environment
A supportive work environment helps employees stay in their organizations for as long as possible (Li et al., 2020; Keogh et al., 2021). Attractive wages and opportunities for advancement are the most significant elements of a supportive work environment (Masoud & Hemidan, 2013; Nigatu, 2019), in addition to organizational support, training, peer relationships, supervisor support, an open-door policy, the perceived climate, and job satisfaction (Hall et al., 2013; Andari et al., 2021). A positive and supportive work environment is a key aspect that influences employees' intentions to stay (Presbitero & Teng-Calleja, 2020). Moreover, employees' intention to stay is the main consideration for any organization to become a desired employer among its competitors (Al-Hamadan et al., 2017; Redditt et al., 2020). According to prior studies, the greater degree of organizational support, supervisor support, and career satisfaction, the greater degree of worker intention to stay (Gevrek et al., 2017; Luz et al., 2018; Herman & Didni, 2020; Islam et al., 2021).

Hypotheses Development

Organizational Support and Intention to Stay

Organizational support is defined as the extent to which employees believe management values their contributions and is concerned about their well-being (Suifan et al., 2017; Islam et al., 2021). Perceived organizational support is defined also as the rate of employee feelings and beliefs about how firms value and recognize their roles in business accomplishment (Prakosa, 2019; Redditt et al., 2020), the higher the amount of organizational support, the greater the staff rank of attachment, besides their intention to stay with the organization (Islam et al., 2020; Abid et al., 2021). In previous studies, it has been confirmed that there is a positive and significant relationship between organizational support and employee intention to stay (Ghazali et al., 2018; Newman et al., 2020). Organizational support helps employees to be useful and valuable to the organization and to have suitable knowledge. However, if firms procrastinate with their personnel, particularly brilliant individuals, they will quickly feel devalued, which will demotivate the employees to achieve better for their organizations, in addition to leading to unpleasant reactions and nothing but tension (Cai et al., 2019). Consequently, the following hypothesis is proposed:

Hypothesis 1 (H$_1$): There is a significant impact of organizational support on employees' intention to stay in hotels.

Supervisor Support and Intention to Stay

Supervisor support is defined as employee perceptions of how their supervisor values their contribution and cares about their well-being (Maier et al., 2013; Pattnaik & Panda, 2020). It is also defined in the workplace as employees' acknowledgment that their supervisor is supportive and encouraging of their concerns and performance (Maier et al., 2013). Furthermore, previous studies have highlighted the significant role of supervisor support in decreasing employee turnover intentions (Jamal et al., 2016; Musinya et al., 2021). Furthermore, supervisors give employees the advantage of family-friendly activities and those who assess employees' job results (Arifin et al., 2020; Abas et al., 2020). Additionally, supervisor support decreases employee fear and promotes job satisfaction (Kundu & Lata, 2017; Saputra & Riana, 2021), as well as the intention to stay (Dabke & Patole, 2014). Therefore, high supervisory support has a positive effect on employee attitudes (Kundu & Lata, 2017) and encourages employees to stay with the organization (Mohsin et al., 2021). According to Ferreira et al. (2015) and Abas et al. (2020), individuals who perceive greater support from their supervisors are more likely to feel grateful to their organizations. Furthermore, supervisor support was analyzed as a valuable instrument for improving employee well-being, work involvement, and staff retention (Pattnaik & Panda, 2020; Saputra & Riana, 2021). Based on the preceding, the following hypothesis is proposed:

Hypothesis 2 (H$_2$): There is a significant impact of supervisor support on employees' intention to stay in hotels.

Job Satisfaction and Intention to Stay

Job satisfaction is defined as a person's favorable and exciting reaction to a specific job (Lee & Chang, 2008; Hall et al., 2013). Job satisfaction is also explained as an attitude that shows how much people enjoy or stay in their jobs (Maier et al., 2013; Jamal et al., 2016). Therefore, job satisfaction performs a critical role in employees' intention to stay (Kudo et al., 2006; Gevrek et al., 2017). As a result, job satisfaction influences many other factors, including the likelihood of turnover (AL-Hamadan et al., 2017; Redditt et al., 2020). On the one hand, job satisfaction reflects how employees value and rate the facilities they receive from their employers (Suifan et al., 2017; Cai et al., 2019). On the other hand, job satisfaction is also considered a critical factor affecting employees' intentions to stay, and they are highly positively related (Hall et al., 2013).

Furthermore, when employees' job satisfaction drops, they may experience job burnout, which can affect the quality of care and their intention to stay (Ferreira et al., 2015; Iqbal et al., 2020). Besides, job satisfaction has a favorable impact on employees' intentions to stay in their existing positions (Nasyira et al., 2014; Arifin et al., 2020). Therefore, job satisfaction is a motivator that leads to positive outcomes, as are compensation, co-worker connections, and supervisor relationships (Luz et al., 2018; Mohsin et al., 2021). Previous research has found a link between job satisfaction and employee retention (Jamal et al., 2016; Huang et al., 2017; Bernarto et al., 2020). Therefore, the following hypothesis is proposed:

Hypothesis 3 (H3): There is a significant impact of job satisfaction on employees' intention to stay in hotels.

Methodology

The current study aims to explain the influence of supportive work environment predictors (organizational support, supervisor support, and job satisfaction) on the intention to stay among hotel staff in Cairo's five-star hotels. This research adopted a quantitative research scheme. Questionnaire forms were distributed to employees to collect the final data. The questionnaire has several benefits, including its ability to generate much higher response rates than online questionnaires. Furthermore, most respondents often believe that printed surveys are more anonymous than online surveys, which benefits the collection of high-quality data (Bryman, 2014; Saunders et al., 2016). This study adopted a quantitative research strategy to examine the following hypotheses: Figure **1** displays the research model.
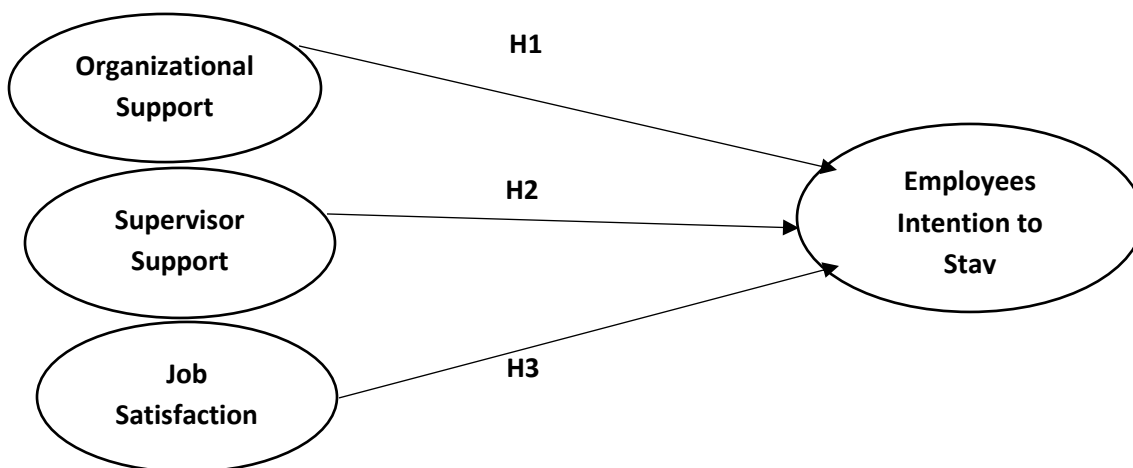

Figure (1): The Research Model

Sampling

The study used the random sample technique. A random sample is one of the simplest forms of collecting data from the total population (Saunders et al., 2016). Furthermore, each member of the subset has an equal chance of being chosen as part of the sampling process according to this type of sampling (Raguram et al., 2012). A random sample of 20 five-star hotels located in Cairo, Egypt, was chosen for investigation. Cairo's five-star hotels were chosen for their convenience, both geographically and in terms of researcher accessibility.

Questionnaire Design

To obtain the required data, a structured questionnaire was designed and answered by hotel employees. This questionnaire consists of 5 sections: demographic data, organizational support,

supervisor support, job satisfaction, and intention to stay. This research used pretested scales from previous research to maintain reliability and validity. A five-item organizational support scale (Akgunduz & Sanli, 2017) was used to measure the level of organizational support. In addition, a six-item supervisor support scale (Burns, 2016) was used to measure the level of supervisory support. Then, a six-item job satisfaction scale (Leticia, 2010) was used to measure the level of job satisfaction. Furthermore, a five-item scale of intention to stay (Ma, 2010) was utilized to determine the level of employees' intention to stay. A five-point Likert scale was used to obtain responses in a range from strongly disagreeing (1 point) to strongly agreeing (5 points) (see Appendix 1).

Data Collection
A total of 500 questionnaire forms were deployed (25 questionnaire forms in each hotel) face-to-face and electronically; 384 were collected with a response rate of 76.8%. Only 363 questionnaire forms were valid for further data analysis. The data was gathered between January and April of 2021. The questionnaire form was developed to collect employee demographic data and investigate their perceptions of the four variables proposed by the current study.

Validity and Reliability
In terms of validity, the following scales were found to be valid:.845 for organizational support,.854 for supervisor support,.870 for job satisfaction, and.886 for intention to stay. Concerning reliability, this research computed Cronbach's alpha coefficient for all dimensions, and the questionnaire's alpha correlation coefficient ranges from 0.835 to 0.867. Consequently, all coefficients are statistically significant, indicating that the items of the questionnaire are reliable. Table 1 lists the validity and reliability of each dimension.

Table (1): Questionnaire Validity and Reliability

Dimension	Validity	Reliability
Organizational Support	0.845	0.835
Supervisor Support	0.854	0.830
Job Satisfaction	0.870	0.853
Intention to Stay	0.886	0.867

Data Analysis
Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 25. To describe and summarize the data, descriptive statistics (i.e., mean and standard deviation, correlation matrix, and multiple linear regression) were used. A p-value of less than 0.05 was considered significant. The statistical analysis has been conducted in three ways. First, descriptive statistics were performed to compute the frequencies, standard deviations, and means. Second, correlation matrix analysis was used to assess the connection among all the variables involved in the research. Third, a multiple linear regression was used to estimate the significant relationship between all the study variables.

Results
Respondents Profiling

The results in Table (2) summarize the demographic characteristics of the respondents.

Table (2): Respondents' profiling

Item	Frequency	%
Gender		
Male	275	75.8
Female	88	24.2
Age		
19 – 24	134	36.9
25- 34	120	33.1
35 – 44	47	12.9
45 – 54	39	10.7
55 – 64	17	4.7
Above 64	6	1.7
Educational level		
Primary education	19	5.2
Secondary education	49	13.5
High education	248	68.3
Postgraduate education	47	13.0
Department		
Front Office	65	17.9
Food and beverages	163	44.9
Housekeeping	130	35.8
Other	5	1.4

As declared in Table 2, most of the respondents were male: 275 (74.8%), and 88 (24.2%) were female. The majority of respondents (n = 134, 36.9%) were between the ages of 19 and 24, followed by those aged 25 to 34 (n = 120, 33.1%), 35 to 44 (n = 47, 12.9%), 45 to 54 (n = 39, 10.7%), 55 to 64 (n = 17, 4.7%), and over 64 (n = 6, 1.7%). Furthermore, most of the respondent's education level was high education (n = 248; 68.3%), followed by secondary education (n = 49; 13.5%), postgraduate education (n = 47; 13%), and primary education (n = 19; 5.2%). In addition, most respondents were from the food and beverage department (n = 163, 44.9%), followed by housekeeping (n = 130, 35.8%), the front office (n = 65, 17.9%), and other departments in hotels (n = 5, 1.4%).

Descriptive statistics for supportive work environment predictors (independent variable)

Table (3): Mean and standard deviation of organizational support

Items	Mean	SD
My hotel cares about my well-being	3.3	1.4
My hotel cares about my overall satisfaction at work	3.5	1.2
My hotel cares about my opinions	3.7	1.1
My hotel is proud of my achievements at work	3.8	1.2
My hotel is trying to make my job interesting	3.7	1.1
Total organizational support	**3.6**	**1.2**

As illustrated in Table (3), the mean scores for organizational support ranged from 3.3 to 3.8. The standard deviations for these items ranged from 1.1 to 1.4. The results reported that the most common level of organizational support for hotel employees was "my hotel is proud of my achievements at work," with a mean of 3.8 and a standard deviation of 1.2, while the lowest level of organizational support for hotel employees was "my hotel cares about my well-being," with a mean of 3.3 and a standard deviation of 1.4. These mean statistics indicate that the participants agreed on the items referring to organizational support.

Table (4): Mean and Standard Deviation of Supervisor Support

Items	Mean	SD
My supervisor cares about my well-being	3.9	1.0
My supervisor helps me when I need anything	4.0	1.1
My supervisor cares about my overall satisfaction at work	4.0	1.1
My supervisor cares about my opinions	4.1	0.9
My supervisor is proud of my achievements at work	4.1	0.9
My supervisor is trying to make my job interesting	4.1	1.0
Total supervisor support	**4.0**	**1.0**

As shown in Table 4, the mean scores for supervisory support ranged from 3.9 to 4.1. These items' standard deviations ranged from.9 to.11.The results assured that the most common levels of supervisor support for hotel employees were "my supervisor cares about my opinion, my supervisor is proud of my achievements at work, and my supervisor is trying to make my job interesting," with the same mean of 4.1 and standard deviations of.9,.9, and 1.0, while the lowest level of supervisor support for hotel employees was "my supervisor cares about my well-being," with a mean of 3.9 and a standard deviation of 1.0. These mean statistics suggest the agreement of the participants with the items referring to supervisor support.

Table (5): Mean and Standard Deviation of Job Satisfaction

Items	Mean	SD
I am satisfied with the way my boss handles his subordinates	3.9	1.2
I am satisfied with the competence of my supervisor in making decisions	3.9	1.1
I am satisfied with the way company policies are put into practice	4.0	1.0
I am satisfied with the working conditions in the hotel	4.1	0.9
I am satisfied with the way my colleagues get along with each other	4.1	0.9
I am satisfied with the praise I receive for doing a good job	4.2	0.8
Total job satisfaction	**4.0**	**.9**

Table 5 shows that the mean scores for job satisfaction ranged from 3.9 to 4.2. The standard deviations for these items ranged from 0.8 to 1.2. The results revealed that the most common level of job satisfaction for hotel employees was "I am satisfied with the praise I receive for doing a good job," with a mean of 4.2 and a standard deviation of 0.8, while the lowest levels of job satisfaction for hotel employees were "I am satisfied with the way my boss handles his subordinates and I am satisfied with the competence of my supervisor in making decisions," with the same mean of 3.9 and standard deviations of 1.2 and 1.1, respectively. These mean statistics indicate that the participants agreed on the items about improving hotel employee job satisfaction.

Descriptive statistics for employees' intention to stay (dependent variable)

Table (6): Mean and Standard Deviation of Intention to stay

Items	Mean	SD
I am committed to my work and my hotel	3.9	1.2
My hotel is the best of all possible hotels at work	4.0	1.1
I want to spend the rest of my career in my hotel	4.0	1.1
I will stay at my hotel even if other hotels offer me higher pay	4.0	1.1
I am very motivated to continue working with my hotel	4.2	1.0
Total intention to stay	**4.0**	**1.1**

Table 6 shows that the mean scores for intention to stay ranged from 3.9 to 4.2. The standard deviations for these items ranged between 1.0 and 1.2. The results indicated that the most common

level of employee intention to stay was "I am very motivated to continue working with my hotel," with a mean of 4.2 and a standard deviation of 1.0, while the lowest level of employee intention to stay was "I am committed to my work and my hotel," with the same mean of 3.9 and a standard deviation of 1.2. These mean statistics indicate that participants agreed on the items referring to an increased intention to stay among hotel employees.

Hypotheses Testing

Correlation matrix between supportive work environment predictors and employees' intention to stay

To test the proposed hypotheses, the study performed a correlation test between the three supportive work environment predictors (organizational support, supervisor support, and job satisfaction) and the one consequence in the proposed model (intention to stay). As illustrated in Table 7, all the relationships are significant at the 0.001 level (2-tailed) (see Table 7). First, organizational support has a positive effect on employee intention to stay (r= 0.265; P-value < 0.001). Hence, H1 is supported. Second, supervisor support has a significant and positive impact on employee intention to stay (r= 0.554; P-value < 0.001). Thus, H2 is confirmed. Third, job satisfaction has a significant and positive influence on the intention to stay among hotel employees. (r= 0.726, P-value <0.001). So, H3 is also supported, and job satisfaction has the greatest positive impact on employees' intention to stay in hotels included in the suggested model.

Table (7): Correlation Matrix Analysis

		Intention to stay	Organizational support	Supervisor support	Job satisfaction
Intention to stay	R	1	0.265	0.554	0.726
	P-value		<.001**	<.001**	<.001**
Organizational support	R	0.265	1	0.457	0.261
	P – value	<.001**		<.001**	<.001**
Supervisor support	R	0.554	0.457	1	0.655
	P – value	<.001**	<.001**		<.001**
Job satisfaction	R	0.726	0.261**	0.655	1
	P – value	<.001**	<.001**	<.001**	

** Correlation is significant at the 0.01 level

Multiple regression between supportive work environment predictors and employees intention to stay

To test the three research hypotheses, the study used multiple linear regression. Table 8 displays the multiple linear regression results.

Table (8): Multiple Linear Regression Model

Independent Variable	Dependent Variable	*P*-value
	Intention to Stay	
Organizational support	0.046	0.253
Supervisor support	0.114	0.028*
Job satisfaction	0.640	≤0.001**
F – value	140.285	
P - value	≤0.001**	
R- square	0.540	

** Statistically significant at a significance level ≤0.01

Table 8 shows the following results: The independent variable components (organizational support, supervisor support, and job satisfaction) explain 54% of the total change in the dependent variable (intention to stay), and the rest of the percentage is due to random error or for not involving other independent variables that were supposed to be involved. The P-value was used to identify the independent variables that have the greatest influence on the intention to stay, which was job satisfaction, where the calculated P value (= 0.640; sig. 0.001) is statistically significant at the significance level of 0.01. The F-value was used to test the variables' significance; its value equaled 140.285, which indicates the influence of independent variables on intention to stay. Supervisor support (=0.114; sig. 0.028) and job satisfaction (=0.640; sig. 0.001) show positive and significant correlations to stay; however, organizational support (=0.046; sig. > 0.05) has no significant link with intention to stay. So, only H2 and H3 were met, but H1 was not.

Conclusion and Recommendations

This study aims to analyze the relationship between supportive work environment predictors and employees' intention to stay in five-star hotels in Cairo, Egypt. The study aims to accomplish three objectives: uncover the relationship between organizational support and intention to stay among hotel employees; study the relationship between supervisor support and intention to stay among hotel employees, and declare the link between job satisfaction and the intention to stay among hotel workers. A correlation matrix and multiple regression analysis were used to determine the relationship between the research variables and estimate the overall effect between the independent and dependent variables.

The results of the correlation matrix proved that there is a positive impact of organizational support on employees' intention to stay in their current jobs (.265). This finding came to agree with the papers of Ghazali et al. (2018) and Newman et al. (2020), which have concluded that there is a weak positive relationship between organizational support and employees' intention to stay (.265). Regarding the correlation matrix of supervisor support, there is a significant effect of supervisor support on employees' intention to stay in their current jobs (.554). This result matched the studies of Ferreira et al. (2015), Patnaik & Panda (2020), and Saputra & Riana (2021), which concluded that supervisor support was analyzed as a valuable instrument for improving employee well-being, organizational commitment, and employees' intentions to stay.

The results of the correlation matrix proved that there is a significant influence of job satisfaction on employees' intention to stay in their current jobs. (.726). This result corroborates with the papers of Suifan et al. (2017), Arifin et al. (2020), and Mohsin et al. (2021), which have concluded that job satisfaction is positively associated with employees' intentions to stay with their current jobs. Multiple regression analysis revealed that all identified dimensions are predictors of the intention to stay (R^2 = 0.540). This means that the predictors (organizational support, supervisor support,

and job satisfaction) have positive impacts on employees' intentions to stay. This finding was consistent with Suyoto and Murtiharso (2019), Abid et al. (2020), and Utami et al. (2021) papers. According to multiple regression results, a link was discovered between organizational support and the intention to stay. It means that employees with higher organizational support levels are more likely to stay with their hotels than their colleagues with lower organizational support levels. These employees feel obligated to assist the hotel because of the benefits provided by the management during their employment. However, multiple regression tests suggested that organizational support does not affect hotel employees' stay intentions. Supervisor support was also shown to be connected to the intention to stay. Employees who feel better supported and cared for by their managers are more likely to stay. Some employees are more loyal to their direct supervisors than to the organization. This is because hotel managers or supervisors are frequently the first individuals they turn to for job-related favors. As a result, the staff may have stayed with the hotel because they felt bound to return their managers' goodwill. In terms of job satisfaction, the intention to stay with the hotel was significant and positively correlated. Employees who were more satisfied were more likely to want to stay.

Study Recommendations

The study findings suggest several recommendations to hotel organizations for keeping a supportive work environment to increase employees' intention to stay in Egyptian hotels.

- Managers must value the good work of employees rather than dismiss new ideas.
- Managers must develop a positive work environment to enhance employees' intentions to stay.
- Supervisors need to establish good relationships among employees at the workplace to make their workers fully satisfied.
- Hotels need to recognize employees' exceptional work to motivate their employees to stay.
- Job satisfaction is the strongest predictor of employee retention, so managers must ensure that their employees are completely satisfied with their organizations.
- Managers must instill organizational values in their employees so that they feel like they belong to the organization and retain their best talent.

- Hotels should consider different aspects of the work environment when developing policies, such as work facilities, employee relationships, and work atmosphere.
- Hotels should take care of the well-being of employees in the work environment.
- Hotels should be proud of the achievements of their employees in the work environment.
- Supervisors should take care of their employees' opinions in the work environment.
- Supervisors should take care of the well-being of employees in the work environment.
- Hotels should strengthen organizational support to improve employees' intentions to stay.
- Hotels should host social events such as hotel family day to increase social integration and boost employees' sense of belonging.
- Managers must focus on the expansion and strategic implementation of a supportive work environment in their organizations.

Limitations and Further Research

The current study has a few limitations that need to be taken into consideration to put the findings into perspective, which also provide several suggestions for further research. First, in terms of population, the investigated hotels were limited to five-star hotels Hence, future research could

include other categories of hotels, such as three- and four-star hotels. Second, the current study was based on a questionnaire survey of hotel employees. Future research can adopt interviews with employees to obtain in-depth data. Third, the current study investigated the supportive work environment in the hospitality industry and focused only on hotels. Future research could explore supportive work environments in restaurants.

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تأثير بيئة العمل الداعمة على نية العاملين للبقاء في الفنادق

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الملخص العربي

تهدف هذه الدراسة إلى إظهار مدى تأثير تنبؤات بيئة العمل الداعمة (الدعم التنظيمي ، ودعم المشرف، والرضا الوظيفي) على نوايا العاملين في البقاء في فنادق الخمس نجوم في القاهرة ، مصر. أعتمدت الدراسة الحالية على نوع واحد من جمع البيانات (استمارات الاستبيان). من هذه ، 363 استبيان كانت صالحة لمزيد من التحليل. تم تحليل البيانات باستخدام الإصدار 25 من SPSS. ووفقًا لنتائج هذه الدراسة ، هناك علاقة معنوية وإيجابية بين دعم المشرف ونية العاملين بالفنادق للبقاء. كما أكدت نتائج الدراسة أن هناك علاقة معنوية وإيجابية بين الرضا الوظيفي ونية البقاء لدى العاملين بالفنادق. ومع ذلك ، لا توجد علاقة ذات دلالة إحصائية بين الدعم التنظيمي ونية البقاء بين موظفي الفندق. أظهرت الدراسة أن الرضا الوظيفي له التأثير الأقوى على نية البقاء بين موظفي الفنادق. تسلط النتائج الضوء على العديد من الآثار المترتبة على إدارة الفنادق وتغطي فجوة في الدراسات البحثية السابقة من خلال دراسة بيئة العمل الداعمة في الفنادق في مصر .

الكلمات الدالة: بيئة العمل الداعمة، نية البقاء، الفنادق، مصر

Appendix (1)

Questionnaire

Impact of Supportive Work Environment on Employees Intention to Stay in Hotels

Dear Participant:
You are invited to be in a research study about the Impact of Supportive Work Environment on Employees Intention to Stay in Hotels.

Confidentiality and Anonymity:

Your responses and your personal information will be kept strictly confidential and will be accessible only to the research team who will not share any of them with other individuals or organizations.

Research Scale: A Five-Point Likert Scale

1 Strongly disagree   2 Disagree   3 Neutral   4 Agree   5 Strongly agree

Part 1: The respondent profile

1- **What is your gender?**

☐ Male   ☐ Female

2- **What is your age?**

Under 18

18-24 years old

25-34 years old

35-44 years old

45-54 years old

55-64 years old

More than 64

3- **What is your educational level?**
Primary education
Secondary education
High education
Postgrad education

4- **In which department in the hotel do you work?**

Front office

Food and beverages

Housekeeping

Other

Part 2: Organizational Support

5-My hotel cares about my well-being

6-My hotel cares about my overall satisfaction at work

7-My hotel cares about my opinions

8-My hotel is proud of my achievements at work

9-My hotel is trying to make my job interesting

Part 3: Supervisor Support

10-My supervisor cares about my well-being

11-My supervisor helps me when I need anything

12- My supervisor cares about my overall satisfaction at work

13-My supervisor cares about my opinions

14-My supervisor is proud of my achievements at work

15-My supervisor is trying to make my job interesting

Part 4: Job Satisfaction

16- I am satisfied with the way my boss handles his subordinates

17- I am satisfied with the competence of my supervisor in making decisions

18- I am satisfied with the way company policies are put into practice

19- I am satisfied with the working conditions in the hotel

20- I am satisfied with the way my colleagues get along with each other

21- I am satisfied with the praise I receive for doing a good job

Part 5: Intention to Stay

22- I am committed to my work and my hotel

23- For me, my hotel is the best of all possible hotels at work

24- For me, I want to spend the rest of my career in my hotel

25- I will stay at my hotel even if other hotels offer me higher pay