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Hotel Managers' Perceptions Towards the Supervisory Role of Local Authorities in Hospitality Establishments

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ABSTRACT

The study aims to investigate the hotel managers' perceptions towards the supervisory role of local authorities in the control of hospitality establishments. This study relied on survey methodology. Questionnaires were distributed to managers and their assistants who work in local appliance hotels with 94 (78.3%) questionnaires being valid for statistical analysis. The results showed there is a significant effect for the control role of local appliances on the hospitality establishments in order to improve the control process on the effectiveness of the control process. Meanwhile, the laws and standards for monitoring hospitality establishments were not sufficient. Also, the methods of control over hospitality establishments were not sufficient. In contrast, the level of the supervisory process was sufficient. Based on the results, the study recommends developing electronic inspection systems and using modern technologies and statistical methods in the inspection process.

KEYWORDS

Supervisory role, local authorities, control, hospitality establishments.

تصورات مديري الفنادق نحو الدور الرقابي للسلطات المحلية في الرقابة على المنشآت الفندقية

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الملخص

هدفت الدراسة إلى التعرف على تصورات مديري الفنادق نحو الدور الرقابي للسلطات المحلية في الرقابة على المنشآت الفندقية. واعتمدت الدراسة على منهجية المسح، حيث تم توزيع استبانات على المديرين ومساعديهم العاملين في الفنادق التي تتبع الأجهزة المحلية، حيث كانت 94 (78.3%) استبانة صالحة للتحليل الإحصائي. وأظهرت النتائج وجود تأثير كبير للدور الرقابي للسلطات المحلية على المنشآت الفندقية بهدف تحسين عملية الرقابة على فعالية عملية الرقابة. في حين لم تكن القوانين والمعايير الخاصة بمراقبة المنشآت الفندقية كافية، كما لم تكن أساليب الرقابة على المنشآت الفندقية كافية، وفي المقابل كان مستوى العملية الرقابية كافياً. وبناءً على النتائج توصي الدراسة بتطوير أنظمة التفتيش الإلكترونية واستخدام التقنيات الحديثة والأساليب الإحصائية في عملية التفتيش.

الكلمات الدالة

الدور الرقابي، السلطات المحلية، الرقابة، المؤسسات الفندقية.

Introduction

Hospitality establishments became increasingly controlled by many administrative authorities. So, the performance of this control is needed to be effective (Lin et al., 2016). Consequently, the concept of control is considered a vital tool to ensure success in hospitality organizations (Al-Kadi, 2018). Keeping in mind that the hospitality establishments lay under three authorities' control, the first one is the tourism establishment license and the second one is the local establishment license, and the third one is the military hospitality establishment license (Rehman et al., 2019). Whitehead (1995) assured that control is an ongoing process and is inherent to other management functions, planning, organizing, and directing to achieve the desired goals and desired results. Therefore, they play an important and essential role in determining the efficiency of management, raising the level of effectiveness of activities and ensuring the scientific rationalization of decisions taken by administrative leaders, and the implementation of these decisions in the best possible way (Takahashi, 2019).

Research Problem

According to Mohammed et al. (2015), several bodies carry out the process of monitoring and following up on the work of hospitality facilities, to make sure that this establishment is carrying out its work within what is specified for it, and the role of oversight in this scope is aimed at preserving citizens and bringing these facilities to the best condition (Schothorst and Gram, 2018) (For example, Ministry of Health, and the National Food Safety Authority). The problem of the study lies in that, although, there are several bodies specialized in controlling the hospitality establishments, for example, the General Administration of Tourism, which is administratively affiliated with the governorates, inspects and monitors the public stores without the star (restaurants - hotels - cafeterias) and conducts inspection campaigns on all public stores that are continuously supervised by the administration to ensure the commitment of the establishments to sell at the prices approved by the administration and also the inspection on the services of the facility. Some weaknesses in hospitality establishments related to the food and beverage quality were appearing (Lwin, 2015: Lin, 2016; FAO, 2017; Miyagawa, 2019).

Research Aim & Objectives

The study aims to evaluate the control role of local appliances on hospitality establishments to improve the control process. The researcher sets the following objectives to achieve the aim of the study:

1- Determining the laws and standards for the control of hospitality establishments.
2- Investigating the level of the control process.
3- Shedding light on the effectiveness of these training programs in improving job competencies.
4- Shedding light on the effectiveness of the methods of control over hospitality establishments.

Research Hypotheses

Hypothesis 1: There is no statistically significant effect between the extent of the application of the standards and laws related to the control and the effectiveness of the control process.

Hypothesis 2: There is no statistically significant effect between the level of methods and the control capabilities available and between the effectiveness of the control process.

Hypothesis 3: There is no statistically significant effect between the supervisory level supervision and the effectiveness of the control process.

Hypothesis 4: There is no statistically significant effect between the training level of the staff in the field of inspection and the effectiveness of the control process.
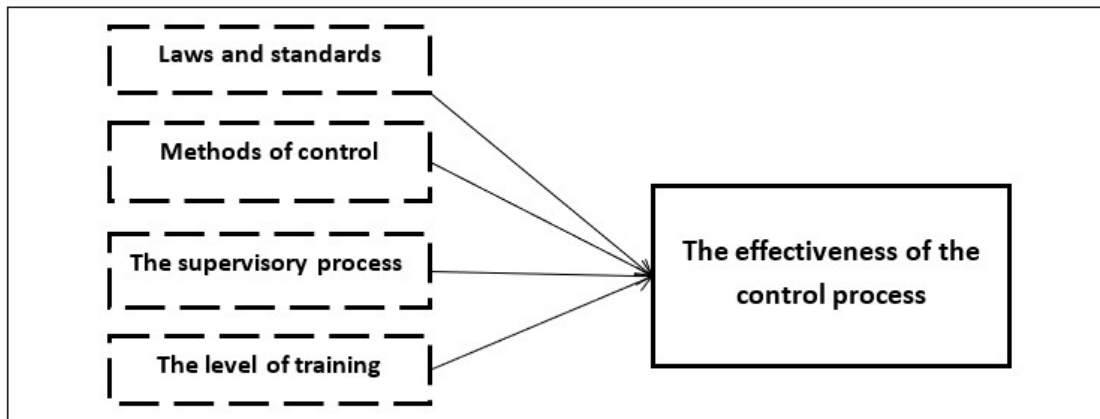
Figure 1: Hypotheses of the study

Literature Review

Control of the Hospitality Establishments

Zhang, et al., (2018) summarized control as a process of measuring actual results, comparing actual results with plan objectives or expected results, diagnosing and analyzing the cause of deviations of reality, and making necessary adjustments. Hospitality establishments are service-oriented industry characterized by large numbers of employees and offer a lot of services for local citizens and foreign visitors (Al-Kadi, 2018). Hospitality establishments became increasingly controlled by many administrative authorities. So, the performance of this control needs to be effective. Consequently, the concept of control is considered vital to ensure success in hospitality organizations (Lin et al., 2015).

Control on hospitality establishments is significant in adapting to the complex environmental variables, since the time interval between the time of setting goals and the time to reach them is affected by many events, whether at the level of the organization or the surrounding environment, and these events impede reaching the goal and here emerges the role of a good control system that helps managers anticipate and deal with changes and adapt to the new situation (Nemeroff, 2015). Moreover, it's important to reduce the accumulation of errors, as the accumulation of small errors may result in greater harm, so treatment must be up to date (Lwin, 2015). Reducing costs if an effective control system is used will lead to a significant reduction in costs through controlling the production process and setting accurate

performance standards, damage rates and lost time. Protecting the public interest by monitoring activities, detecting deviations and irregularities, determining administrative responsibility, and conducting work according to plans and programs, achieving the desired goals (Schothorst and Gram, 2018).

Supervisory Process in the Local Administrations
Prasad, (2020) asserted that local administration is generally concerned with all matters of local importance and includes various social, educational, health, preventive and public services. Naturally administrative tasks are divided according to their performance, in other words, the tasks that performed with efficiency and effectiveness must be assigned to the local administration. Local administration is a system of public administration systems and a tool of development aimed at increasing the efficiency of administrative performance in the country, Where local authorities are given powers to help speed and to ease decision-making away from central control with the link of this decision to the achievement of policies and objectives in other words, the local administration leads to the transfer of some authorities to local unite (Omar, 2021).

Akihiro et al. (2014) mentioned several characteristics that must be fulfilled in the person performing the supervisory process, The inspector's ability to estimate the non-influential points during the inspection, and to assess the violations that are notified and the violations being punished, and to report the violations (EU, 2014). Enjoy trust, honesty, reason, and wisdom in his actions by dealing with easier and easier problems. Justice in showing good deeds before violations during the inspection process (Nemeroff, 2015). Courage in making decisions is the most important thing that distinguishes a successful observer from others. The proliferation of observers and their use of the element of surprise in the supervisory process (Miyagawa, 2019). Furthermore, Lin et al. (2015) pointed out in their study that local administration is considered to be from the systems of public administration and tools of development, which aims to increase the efficiency of administrative performance in the country and to help it to perform its task more effectively. According to Lin (2016) localities are given competencies and powers that help speed and ease decision-making away from central control, while linking such decisions to the realization of the country's development policies and objectives.

New Law for Hotels and Tourism Establishments in Egypt
Salem et al. (2022) reported that a new law No. 8 of 2022 regulating Hotels and Tourism Establishments was issued in Egypt on 6 March 2022 ("Law"). The Law cancels and replaces Law No. 1 of 1973 and it regulates the licensing and regulatory compliance requirements for hotels and tourism establishments. The law relies heavily on the executive regulations which should be issued within 6 months, in addition to the executive decisions to be issued regularly by the Ministry of Tourism ("MOT") (Elshaer et al., 2022).
The general administration of tourism continuously conducts inspection campaigns on all public shops, which are subject to the supervision of the administration on a continuously basis to ensure that the establishments are committed to selling at prices approved by the administration and not to exaggerate, and also to inspect the papers of origin and service of origin the general directorate of tourism is headed by joint

campaigns of the inspectors of the General Administration of Tourism, the inspectors of food in health affairs and the inspectors of supply and internal trade (Alexandria government, 2018) as cited from (Hassan et al., 2022).

Hotel inspection procedures in Egypt

According to Le and Phi (2021), hotel inspection is an organized and anticipated process for both chain hotels and other franchised properties for various reasons. While Kolk et al. (2020) defined hotel inspection as "the process seeks to ensure that all activities carried out under the authority of the hotel licensing, are done consistently manner and following prescribed procedures". Also, Huang (2022) defined hotel inspection as a visit to hotel establishments for evaluation. From the previous definitions, hotel inspection can be defined as "the inspectors' visit to the hotel establishments to ensure that the quality standards are followed".

Ndreu (2016) indicated that the hotel is inspected in the three main areas covering the standards of construction and facilities, maintenance and the service provided. Moreover, inspections are conducted for hospitality establishments to make sure they comply with health and safety standards (Salazar, 2018). Inspections can be used to identify the efficiency, effectiveness and sustainability of property strategies, operations and programs. They often recommend improvements and determine the required action as the hotel inspection not only highlights the defects and shortcomings but also clarifies the procedures needed for improvement (Hofstede, 2019). Inspection is an important tool for achieving standardization and improving service quality. In other words, it is an essential key to quality control (Huang, 2022).

Hien et al., (2022) mentioned that there are three types of hotel inspection. Internal auditing, through which a committee consisting of middle management and seniors of the organization passes periodically to review and monitor defects as well as positive things. A third-party audit is a specialized company that hospitality establishments contract with to review, investigate and monitor hotel operations based on specific standards. The third type as shown by Mo and Borbon, (2022) is the government inspection, which is conducted by official organizations such as ministries of tourism, environment, health and other regulatory bodies to make sure that hospitality establishments are compatible with requirements and quality standards.

The ministry of tourism is the official and main body that plans and regulates tourism in Egypt. It has many tasks but the most essential task is supervising all tourist establishments and activities like tourism companies, travel agencies and hotels. Also, it enacts rules and monitor to ensure compliance with laws and regulations (Salem et al., 2022). Aboelsoud (2022) mentioned that the number of hotel establishments increases every year, where it can be noted that there are about 1200 hotels currently working in Egypt other than what is under construction. Hotel establishments are inspected in accordance with Law No. 1 of 1973 on hotel and tourist establishments.

Methodology

Data collection and Sample size

Data was collected online and manually from managers and their assistants who work in local appliance hotels between 5 October and 15 November 2023. A questionnaire was collected electronically via a Google form. The population of the study is unlimited due to the difficulty of determining a specific number of managers and their

assistants in hotels that are affiliated with local administrations in Cairo and Giza, so the random sample size is an ideal method to apply in this study (Kang et al., 2021). The employees received a request message to fill out the questionnaire via social media platforms. The questionnaire has a question that assures that the respondents work in local appliance hotels. A total of 100 questionnaires were distributed with 94 (78.3%) questionnaires being valid for statistical analysis.

Research tool

The questionnaire includes 37 statements distributed on five dimensions (LS = eleven items, MC= eight items, SP= five items, LT= ten items, and CP= three items) derived from the literature review (Lin et al., 2016; Al-Kadi, 2018; Mohammed et al., 2015; Whitehead, 1995; Rehman et al., 2019; Zhang et al., 2018; Lin et al., 2015; Salem et al., 2022; Akihiro et al., 2014). Statistical Package for Social Science (SPSS) version 26 was used for data analysis. The degree of agreement with the question was measured using a five-point Likert scale (1= strongly disagree, 5= strongly agree).

Results and Discussion
Descriptive and Reliability Analysis

In a nutshell, table 1 gives a verification of the internal consistency for all the dimensions of the local hotel managers questionnaire with values of Cronbach's Alpha coefficient ranging between (0.740-0.913) and with a total of 0.889 which is acceptable.

Table 1: Internal consistency of dimensions

Dimension	No. questions	Cronbach's Alpha	Level of internal consistency
Laws and standards for monitoring hospitality establishments	11	0.850	Acceptable
Methods of control over hospitality establishments	8	0.876	Acceptable
The level of the supervisory process	5	0.740	Acceptable
The level of training of inspectors in local establishment	10	0.811	Acceptable
Managers' Perceptions	3	0.913	Acceptable
Total	37	0.889	Acceptable

Table 2: Laws and standards for monitoring hospitality establishments

Statements		5-Point Likert - Scale					Statistics		
		1	2	3	4	5	Mean	SD	R
The local administration is interested in publishing laws related to oversight of hospitality establishments on its media outlets and websites	Freq.	51	25	9	7	2	1.77	1.041	11
	%	54.3	26.6	9.6	7.4	2.1			
There is periodic oversight by local administrations of hospitality establishments	Freq.	5	31	23	20	15	3.10	1.183	8
	%	5.3	33	24.5	21.3	16			
The state enacts sufficient laws to control	Freq.	6	5	16	37	30	3.85	1.126	2

							Mean	SD	R
hospitality establishments	%	6.4	5.3	17	39.4	31.9			
The local administration coordinates with other regulatory authorities to implement the oversight process	Freq.	5	26	24	18	21	3.26	1.235	5
	%	5.3	27.7	25.5	19.1	22.3			
The inspection time is sufficient to complete the necessary reviews and inspections	Freq.	4	23	38	18	11	3.10	1.038	7
	%	4.3	24.5	40.4	19.1	11.7			
Local administrations follow up on addressing (or corrective measures for) violations within hospitality establishments	Freq.	6	14	26	41	7	2.29	1.074	10
	%	6.4	14.9	27.7	43.6	7.4			
The current laws are updated and amended in light of the current changes and crises.	Freq.	23	33	17	12	9	2.48	1.259	9
	%	24.5	35.1	18.1	12.8	9.6			
The focus during the inspection is on the service, not just the physical items (carpets, decorations).	Freq.	5	6	10	59	14	3.76	.969	4
	%	5.3	6.4	10.6	62.8	14.9			
The local administration takes legal measures against guest houses that violate the laws	Freq.	3	3	9	23	56	4.34	1.001	1
	%	3.2	3.2	9.6	24.5	59.6			
A checklist is used during the inspection process.	Freq.	7	9	16	29	33	3.77	1.239	3
	%	7.4	9.6	17	30.9	35.1			
The regulations, laws, and penalties applied are modern and commensurate with the current situation	Freq.	9	20	24	34	7	3.11	1.121	6
	%	9.6	21.3	25.5	36.2	7.4			
General Mean and Standard Deviation							3.16	1.116	-

N.B: 1=" Strongly disagree ", 2=" disagree, 3=" Neutral ", 4=" agree, 5= " Strongly agree", SD, "Standard Deviation" R=Ranking.

From the tabulated data in Table 2, it could be noticed that the perceptions of the respondents investigated towards the reality of laws and standards for monitoring hospitality establishments show that the managers agreed with the statements in the dimension. These statements indicate that the respondents found that:

- The local administration takes legal measures against guest houses that violate the laws (Mean=4.34)".
- The state enacts sufficient laws to control hospitality establishments (Mean=3.85).

Meanwhile, the managers were neutral on the following statements which mean that they were not sure if:

- The local administration coordinates with other regulatory authorities to implement the oversight process (Mean=3.26).
- The regulations, laws, and penalties applied are modern and commensurate with the current situation (Mean=3.11). Salem et al., (2022) reported that a new law No. 8 of 2022 regulating Hotels and Tourism Establishments is issued in Egypt on 6 March 2022 ("Law"). The Law cancels and replaces Law No. 1 of 1973 and it regulates the licensing and regulatory compliance requirements for hotels and tourism establishments.
- The inspection time is sufficient to complete the necessary reviews and inspections (Mean=3.10).
- There is periodic oversight by local administrations of hospitality establishments (Mean=3.10).

On the other hand, the managers have disagreed with the following statements which mean that they have another opinion:

- The current laws are not updated and amended in light of the current changes and crises (Mean=2.48).
- Local administrations did not follow up on addressing (or corrective measures for) violations within hospitality establishments (Mean=2.26).
- The local administration is not interested in publishing laws related to oversight of hospitality establishments on its media outlets and websites (Mean=1.77).

In general, table 2 shows that the majority of the sample was neutral with all the statements of the reality of laws and standards for monitoring hospitality establishments dimension, for instance, the percentage of average mean 3.16, with a standard deviation of 1.116, therefore it concluded that, in general, the laws and standards for monitoring hospitality establishments were not sufficient, according to hotel managers claims.

Table 3: Methods of control over hospitality establishments

Statements		5-Point Likert - Scale					Statistics		
		1	**2**	**3**	**4**	**5**	**Mean**	**SD**	**R**
The local administration applies the electronic inspection system using the latest modern technologies	**Freq.**	34	22	7	15	16	**2.54**	**1.529**	**5**
	%	36.2	23.4	7.4	16	17			
Control methods are developed periodically	**Freq.**	6	14	26	41	7	**2.29**	**1.074**	**6**
	%	6.4	14.9	27.7	43.6	7.4			
The means of control provided by the local administration to monitor hospitality establishments are sufficient	**Freq.**	28	39	15	10	2	**2.14**	**1.033**	**8**
	%	29.8	41.5	16	10.6	2.1			
The supervisory methods are consistent with the laws and regulatory standards	**Freq.**	10	10	18	40	16	**3.45**	**1.206**	**2**
	%	10.6	10.6	19.1	42.6	17			
Supervisory methods cover all aspects of the supervisory process	**Freq.**	4	24	37	18	11	**3.09**	**1.044**	**4**
	%	4.3	25.5	39.4	19.1	11.7			
The control methods used are consistent with international standards	**Freq.**	42	24	5	16	7	**2.17**	**1.357**	**7**
	%	44.7	25.5	5.3	17	7.4			
Regulatory methods vary according to the activity of each hospitality establishment	**Freq.**	2	3	7	9	73	**4.57**	**.922**	**1**
	%	2.1	3.2	7.4	9.6	77.7			
Regulatory methods provide opportunities to improve the services provided within hospitality establishments	**Freq.**	6	14	26	41	7	**3.31**	**1.027**	**3**
	%	6.4	14.9	27.7	43.6	7.4			
General Mean and Standard Deviation							**2.94**	**1.149**	**-**

N.B: 1=" Strongly disagree ", 2=" disagree, 3=" Neutral ", 4=" agree, 5= "Strongly agree", SD, "Standard Deviation" R=Ranking.

From the tabulated data in Table 3, it could be noticed that the perceptions of the respondents investigated towards the methods of control over hospitality establishments show that the managers agreed with the statements in the dimension. These statements indicate that the respondents found that:

- Regulatory methods vary according to the activity of each hospitality establishment (Mean=4.54)".
- The supervisory methods are consistent with the laws and regulatory standards (Mean=3.45).

Meanwhile, the managers were neutral on the following statements which mean that they were not sure if:

- Regulatory methods provide opportunities to improve the services provided within hospitality establishments (Mean=3.31).
- Supervisory methods cover all aspects of the supervisory process (Mean=3.09).

On the other hand, the managers disagreed with the following statements which mean that they have another opinion that:

- The local administration did not apply the electronic inspection system using the latest modern technologies (Mean=2.54).
- Control methods are not developed periodically (Mean=2.29).
- The control methods used are consistent with international standards (Mean=2.17).
- The means of control provided by the local administration to monitor hospitality establishments are sufficient (Mean=2.14).

In general, table 3 shows that the majority of the sample was neutral with all the statements of methods of control over the hospitality establishments dimension, for instance, the percentage of average answers of the respondents ranged between 2.14 and 4.54 and the overall mean of 2.94, with standard deviation 1.149, therefore it concluded that, in general, the methods of control over hospitality establishments were not sufficient, according to hotel managers claims

Table 4: Level of the Supervisory Process

Statements		5-Point Likert - Scale					Statistics		
		1	**2**	**3**	**4**	**5**	**Mean**	**SD**	**R**
The oversight process contributes to improving the services provided.	**Freq.**	8	13	8	46	19	**3.59**	1.204	3
	%	8.5	13.8	8.5	48.9	20.2			
The supervisory departments are keen to constantly take opinions and accept the ideas of hospitality establishments to activate their role	**Freq.**	3	11	59	11	10	**3.15**	.879	4
	%	3.2	11.7	62.8	11.7	10.6			
The citizen feels the supervisory role of hospitality establishments.	**Freq.**	6	9	5	58	16	**3.73**	1.059	2
	%	6.4	9.6	5.3	61.7	17			
Citizens trust the services provided by	**Freq.**	0	0	10	26	58	**4.51**	.684	1

		1	2	3	4	5	Mean	SD	R
hospitality establishments.	**%**	0	0	10.6	27.7	61.7			
The process of monitoring hospitality establishments is carried out according to specific and codified standards to complete the monitoring process effectively.	**Freq.**	13	42	13	15	11	**2.67**	**1.239**	**5**
	%	13.8	44.7	13.8	16	11.7			
General Mean and Standard Deviation							**3.53**	**1.013**	**-**

N.B: 1=" Strongly disagree ", 2=" disagree, 3=" Neutral ", 4=" agree, 5= " Strongly agree", SD, "Standard Deviation" R=Ranking.

From the tabulated data in Table 4, it could be noticed that the perceptions of the investigated respondents towards the reality of the level of the supervisory process show that the managers agreed with the statements in the dimension. These statements indicate that the respondents found that:

- Citizens trust the services provided within hospitality establishments (Mean=4.51)".
- The citizens feel the supervisory role of hospitality establishments (Mean=3.73).
- The oversight process contributes to improving the services provided (Mean=3.59).

Meanwhile, the managers were neutral on the following statements which mean that they were not sure if:

- The supervisory departments are keen to constantly take opinions and accept the ideas of hospitality establishments to activate their role (Mean=3.15).
- The process of monitoring hospitality establishments is carried out according to specific and codified standards to complete the monitoring process effectively (Mean=2.67).

In general, table 4 shows that the majority of the sample was neutral with all the statements of the reality of the level of the supervisory process dimension, for instance, the percentage of average answers of the respondents ranged between 2.67 and 4.51 and the overall mean 3.53, with standard deviation 1.013, therefore it concluded that, in general, the level of the supervisory process was sufficient, according to hotel managers claims.

Table 5: The level of training of inspectors in the local establishment

Statements		**5-Point Likert - Scale**					**Statistics**		
		1	**2**	**3**	**4**	**5**	**Mean**	**SD**	**R**
The inspector of the local administration provides advice and guidance during the inspection.	**Freq.**	5	19	54	8	8	**2.95**	**.920**	**8**
	%	5.3	20.2	57.4	8.5	8.5			
The inspector is fully aware and familiar with the review and inspection points.	**Freq.**	7	47	9	14	17	**2.86**	**1.292**	**9**
	%	7.4	50	9.6	14.9	18.1			
The focus during the inspection is on the service, not just the physical items (carpets, decorations).	**Freq.**	10	11	14	44	15	**3.46**	**1.206**	**5**
	%	10.6	11.7	14.9	46.8	16			
The inspector is well trained.	**Freq.**	4	27	53	6	4	**2.78**	**.805**	**10**
	%	4.3	28.7	56.4	6.4	4.3			

							Mean	SD	R
The checklist is used during the inspection process.	**Freq.**	10	10	23	31	20	**3.44**	**1.241**	**7**
	%	10.6	10.6	24.5	33	21.3			
The local administration inspector follows the basic principles of inspection and has experience specific to hospitality establishments.	**Freq.**	9	10	17	46	12	**3.45**	**1.142**	**6**
	%	9.6	10.6	18.1	48.9	12.8			
The inspection time is sufficient to complete the necessary reviews and inspections.	**Freq.**	3	8	32	44	7	**3.47**	**.876**	**3**
	%	3.2	8.5	34	46.8	7.4			
Inspectors are fully aware of the importance of hospitality establishments and the important role played by this industry.	**Freq.**	7	9	12	40	26	**3.73**	**1.184**	**2**
	%	7.4	9.6	12.8	42.6	27.7			
The inspector of the local administration has up-to-date information and is in line with modern methods.	**Freq.**	6	13	20	42	13	**3.46**	**1.094**	**4**
	%	6.4	13.8	21.3	44.7	13.8			
Inspectors are courteous with officials during the inspection process.	**Freq.**	3	8	2	56	25	**3.98**	**.961**	**1**
	%	3.2	8.5	2.1	59.6	26.6			
General Mean and Standard Deviation							**3.36**	**1.072**	**-**

N.B: 1=" Strongly disagree ", 2=" disagree, 3=" Neutral ", 4=" agree, 5= " Strongly agree", SD, "Standard Deviation" R=Ranking.

From the tabulated data in table 5, it could be noticed that the perceptions of the investigated respondents towards the level of training of inspectors in local establishment shows that the managers are agreed on the statements in the dimension. These statements indicate that the respondents found that:

- Inspectors are courteous with officials during the inspection process (Mean=3.98)".
- Inspectors are fully aware of the importance of hospitality establishments and the important role played by this industry (Mean=3.73).
- The inspection time is sufficient to complete the necessary reviews and inspections (Mean=3.47).
- The inspector of the local administration has up-to-date information and is in line with modern methods (Mean=3.46).
- The focus during the inspection is on the service, not just the physical items (carpets, decorations) (Mean=3.46).
- The checklist is used during the inspection process (Mean=3.44).

Meanwhile, the managers were neutral of the following statements which mean that they were not sure if:

- The inspector of the local administration provides advice and guidance during the inspection (Mean=2.95).
- The inspector is fully aware and familiar with the review and inspection points (Mean=2.86).
- The inspector is well trained (Mean=2.78). Deficiencies observed during routine inspections are described in inspection reports, food regulations, and are classified as either high priority, intermediate or basic. Inspectors are

standardized through extensive training and are required to document all violations observed (Florida, 2019).

In general, table 5 show that the majority of the sample were neutral with all the statements of reality of level of training of inspectors in local establishment dimension, for instance, the percentage of average answers of the respondents ranged between 2.78 and 3.98 and overall mean 3.36, with standard deviation 1.072, therefore it concluded that, in general, the level of training of inspectors in local establishment were not sufficient, according to hotel managers claims.

Table 6: Mangers' perceptions towards the effectiveness of the control process

Statements		5-Point Likert - Scale					Statistics	
		1	2	3	4	5	Mean	SD
Are there deficiencies or weaknesses in the inspection process supervised by the local administration in Egypt	**Freq.**	3	3	15	21	52	**4.23**	**1.041**
	%	3.2	3.2	16	22.3	55.3		
How satisfied are you with the role played by the inspector of the local administrations and the health inspector when he inspects the hotel	**Freq.**	6	15	6	12	55	**4.01**	**1.372**
	%	6.4	16	6.4	12.8	58.5		
does this profession (the hospitality establishment inspection profession) affiliated with official bodies have an important and meaningful impact on the industry	**Freq.**	0	0	5	16	73	**4.72**	**1.093**
	%	0	0	5.3	17	77.7		

N.B: 1=" Strongly disagree ", 2=" disagree, 3=" Neutral ", 4=" agree, 5= " Strongly agree", SD, "Standard Deviation" R=Ranking.

From the tabulated data in table 6, it could be noticed that the perceptions of the investigated respondents that the hospitality establishment inspection profession) affiliated with official bodies have an important and meaningful impact on the industry with mean= 4.72. Moreover, there are deficiencies or weaknesses in the inspection process supervised by the local administration in Egypt with mean= 4.23. In addition to, managers are satisfied with the role played by the inspector of the local administration and the health inspector when he inspects the hotel with mean= 4.01.

Table 7: Multiple Regression Model

Effectiveness of the control process	Parameters of Regression (B)	T-test	p-value	Rank
(Constant)	-2.257	-1.498	.134	
The standards and laws related to the control	.153	3.681	.000	The third

The level of methods and the control capabilities available	.251	3.863	.033	The second
The training level supervision	.073	1.686	.009	The fourth
The training level of the staff in the field of inspection	.514	10.781	.000	The first

* = significant at P≤ 0.05

It is noticed from Table 7 that the values of the Parameters of Regression are less than 0.05. Therefore, hypothesis zero could be rejected and it would accept the alternative hypothesis that there is a significant effect of 0.05 degree for the control role of local appliances on the hospitality establishments to improve the control process on the effectiveness of the control process. Factors ranked as follows:

1. The training level of the staff in the field of inspection
2. The level of methods and the control capabilities available
3. The standards and laws related to the control
4. The training level supervision

Conclusion

Results clarify that the laws and standards for monitoring hospitality establishments were not sufficient. The methods of control over hospitality establishments were not sufficient. The level of the supervisory process was sufficient. The level of training of inspectors in local establishments was not sufficient e level of training of inspectors in the local establishment was not sufficient. In this study training level of the staff in the field of inspection had the greatest effect on the control role of local appliances on the hospitality establishments in order to improve the control process on the effectiveness of the control process.

Recommendations

Recommendations	Entrusted with Implementation	Implementation Mechanisms
1. Governance of the oversight process in local administrations over hotel establishments	- Local administration - Ministry of Local Development - Regulatory authorities (such as the Health Directorate - Supply)	- Tightening administrative oversight - Unifying the laws regulating the hotel inspection process - Carefully choose those responsible for the inspection process that are experienced, transparent and have a good reputation. - Submit inspection notices in writing, not verbally. In addition to setting a time period for the facility to avoid observations, If the observations are not avoided, the facility will be warned
2. Paying attention to training inspectors in local administrations on the oversight process and	- Training bodies in local administrations - Ministry of Local Development - Training sector in the governorate office	- Develop an appropriate training program for inspectors - Training in modern standards and development of the work environment - Follow the method of guidance before the method of punishment.

procedures followed during inspection of hotels affiliated with local governments.		
3. Using modern technological systems in the hotel inspection process	- Hotel Management - Ministry of Local Development - Local administration	- Work on familiarizing yourself with the latest international inspection methods and training on them - Developing electronic inspection systems and using modern technologies and statistical methods in the inspection process.
4. Improving the financial and social situation of inspectors and empowering them with more inspection-related powers.	- Ministry of Finance - -Ministry of Local Development - The governorate office.	- Establishing a clear mechanism for the inspection process, training on its effective implementation, and setting appropriate material and moral incentive for inspectors - Providing all tools and means that assist the inspector in the inspection process - Salaries will increase, and thus there will be no negligence or laxity in performing the required work.
5. Increasing the effectiveness of the hotel oversight process and improving inspection procedures.	- Ministry of Local Development - Local administration	- Do not offer excessive compliments to the establishment. - Pay attention to the deception of some establishments by the regulatory authorities - Conducting periodic visits to hotel establishments secretly through secret inspectors.
6. It is recommended to amend the texts and articles of laws and regulations related to the hotel regulatory process and improving inspection procedures.	- Parliament - Prime Minister - supervisory bodies - Ministry of Local Development	- Activating some recently amended laws, such as the new Tourism Law No. 8 of 2022 - Reviewing current laws and trying to update old ones to suit current requirements and circumstances - The law stipulates that workers in the field of tourism and hotels within hotel establishments must be hotel graduates or hold qualification courses in this field. - There should be laws that define the relationship between the parties concerned with the inspection and not to mix between them - Review and amend laws - Amending laws with strict penalties against violating establishments - New laws are in line with the technological development needed by tourist facilities - Conduct regular workshops and issue collective proposals to amend applicable laws - The existence of a unified law to work by.

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