

The Role of the Organizational Climate on Improving Job Engagement to Egyptian Hotel workers

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Abstract

The high level of job engagement of the workers in the organization represents a real measure of the management success and quality of their programs used to achieve organizational excellence, so management should work to supports the decision-making process and guides individuals towards a high level of job engagement at their work. the study aimed to identify the level of prevailing organizational climate in Egyptian hotels (organizational structure, communication pattern, participation in decision-making, leadership, reward, work Environment), the degree of job engagement for its employees, and determine the nature of the relationship that links the organizational climate and job engagement of workers and influence between them. The study found a direct, positive relationship and a strong influence between good organizational climate and a high degree of job engagement for Egyptian Hotel workers. The study recommended that hotels management should continuously develop job engagement and improve the level of organizational climate By reviewing the reward system, especially regard that the employees' salaries should matching with living cost , the interest of management with teamwork and develop team spirit, and make employees feel that they are part of the organization.

Introduction

The human element will remain the vital component to the performance of all functions. The efficiency and effectiveness of the performance of any organization is closely connected to its effectiveness, which requires upgrading their capabilities and providing the necessary care for them, and providing the appropriate organizational climate which achieving the job engagement and the constant loyalty of the organization that it embraces and belongs.

The organizational climate has considerable attention and study, as it reflects a set of characteristics of the internal environment of the organization, which has a high degree of stability or relative stability as perceived by employees, which has a significant influence on their performance and behaviors in the organization to which they belong and work.

The organizational climate expresses the organization's entity because it refers to perceived values, concepts and principles. It plays an active role in creating motivations , morale and improving the performance of employees in order to develop them and try to motivate them and create a kind of challenge for them to discover the potential and encourage them to organizational creativity because it supports the strength of any organization in distinguishing it from other organizations.

The job engagement defined as the degree to which the individual merges with his job, and its importance the job engagement means that the individual who loves his work , interested and associated with the work, the individual who love their jobs work more efficiently and have better productivity than those who don't like their jobs.

The job engagement are connected with a number of variables related to the behavior of hotel workers (Absence from work, Leaving work, effort at work, quality of work)Therefore, this study comes as an attempt to identify the various factors that affect job engagement and to show the relationship between this engagement and the prevailing organizational climate in the Egyptian hotels under study as one of the determinants of organizational behavior affecting the degree of job satisfaction of employees. And their motivations to work, and engagement into it.

Study Problem

The human element in hotels is a key determinant of its success or the opposite, so the hotel management should provide the appropriate organizational climate in order to increase his satisfaction and engagement of work and the resulting increase in its quantity and quality, Therefore, the problem of this study centered in answering the following questions:

- 1- What is the quality of the organizational climate in the four-star Egyptian hotels?
- 2- What is the degree of job engagement of employees in the four-star Egyptian hotels?
- 3- What is the relationship between the quality of the organizational climate of the Egyptian four-star hotels and the job engagement of their employees?
- 4- What is the effect of the organizational climate quality of the Egyptian four-star hotels on the job engagement of their employees?

Study Importance

The importance of the study is evident in both theoretical and practical standpoint as follows:

- 1- Utilization of the theoretical framework in identifying the concept of organizational climate, its dimensions, and job engagement.
- 2- Utilization of the applied framework in determining the influence of the organizational climate quality of Egyptian four-star hotels on the job engagement of their employees.

- 3- The study will be the beginning to confirm or deny the positive influence of the organizational climate quality of the Egyptian four-star hotels on the job engagement of their employees.
- 4- The strong, competition between hotels has led to easy transfer for employees to the competing hotel, and the difficulty of the hotel's ability to keep them, good organizational climate can be a Way to achieve the job satisfaction and the job engagement and reduce the staff turnover.

Study Objectives

The study aimed to:

- 1- Measuring the level of the organizational climate quality of the Egyptian four - star hotels, and the level of job engagement of their employees?
- 2- Revealing the nature of the relationship between the organizational climate quality of the four-star Egyptian hotels and the job engagement of their employees
- 3- Revealing the influence of the organizational climate quality of the four-star Egyptian hotels and the job engagement of their employees
- 4- To reach results that help to put recommendations that will enhance the organizational climate quality of Egyptian hotels and increase the job engagement of its employees to benefit those hotels.

Study Hypotheses:

The study is based on the following two hypotheses:

- 1-Is there a statistically significant correlation between the organizational climate quality of the four-star Egyptian hotels and the job engagement of their employees?
- 2-Is there a statistically significant influence on the organizational climate quality of the Egyptian four-star hotels on the job engagement of its employees?

Literature Review

Organizational Climate

Katz & Kahn, (2004) Likert, (1997) and McGregor, (2000); noted that the Organizational climate has been extensively studied and has proven useful at capturing perceptions for the work context. Denisson, (2006), Ostroff, Kinicki & Tamkins, (2007); stated that the description of Climate is an experientially based on description of the work environment and, specifically, employees' perceptions for the formal and informal policies, procedures and practices in their organization.

Organizational climate consists of cognate sets of values, attitudes and practices that recognize the members of a specific organization. Low, (1997) interpret the term climate to characterize the attitudes, social process and feelings of organizations.

According to. Kaczka and Kirk, (1978) organizational climate is a set of attributes that can be perceived within the particular organization, department.

Friedlander and Margulies, (1968); found that climate had a great impact on satisfaction together with interpersonal relationships on the job, a middle impact upon

satisfaction together with recognizable advancement on the organization, and comparatively less impact at self-realization from task involvement.

Dimensions of Organizational Climate

Although several studies have been procedure on organizational climate but there are no agreement about dimensions of organizational climate. Taylor explains climates for creativity, Schneider and Bartlett studied climates for new employees, Fleishman told about leadership climate, and Litwin and Stringer explains a climate for motivation.

Halpin and Croft (1963) was a pioneer. They measure the climate of organization. In this study, Environment Variation in Studies of Organizational Behavior, Forehand and Glimmer (1964) determine five dimensions, organization structure, size, complexity, leadership pattern, and goal directions. Tagiuri (1968) refers to four dimensions of organizational climate, ecology material and physical factors like technology used, size, condition of the building, etc., social system (organizational and administrative structure), milieu (everything socially related to employees), and culture (set of beliefs, values, norms, way of thinking).

Litwin and Stringer (1966) presented framework of organizational climate measuring the organizational climate on six dimensions – structure, reward, responsibility, risk, warmth and support.

Payne and Mansfield (1973) determine twenty dimensions of organizational climate such as management concern for employee involvement, open mindedness, emotional control, intellectual orientation, job challenges, readiness to innovate and orientation to wider community, technical and scientific orientation.

Job Engagement

The idea of being job engaged on one's work was the first conceptualized on the work of Khan (1990), He suggested the individuals are engaged while they express their own personal self physically, emotionally and cognitively on the performance of their work. Bakker, Schaufeli, Leiter, & Taris, (2008) stated that the emergence for positive psychology over at last decade has resulted on the growing of empirical research.

Bakker et al. (2008) indicated that job engagement (the positive perspective for employee wellbeing) more than just opposite of burnout. Rather it summarizes the optimal functioning for an employee, differentiate a long lasting stable presence for personal energy on one's work role (Hallberg & Schaufeli, 2006). Bakker et al. (2008) defined the job engagement as the positive, fulfilling, work-related state of mind that is differentiate vigor, dedication and absorption. Vigor refers to having feelings for resilience and energy when invested on challenging work. Dedication is the high level of involvement on the job, that can be differentiated by feelings of pride, enthusiasm, importance and inspiration.

Bakker et al.,(2011)This is because the organizations which provide an environment optimizes the employees' level of emotional e and cognitive correlation to their work is key for the optimal functioning and health for the employees and organization itself

.Understanding factors which contribute to job engagement is important to organizations. Thus, studying relationships between climate facets for integration and focused supervisor support is deserving of attention.

Determinants of job engagement

Demographic variables

a-gender

Researchers have often viewed gender as a possible prophetic factor in levels of job engagement. Yildirim (2008) results stated that the levels of burnout is not differ between males and females. However actual results vary, some studies found that females are more vulnerability to stress and, then, tend to realize higher levels for burnout than male counterparts. Similar results have been noticed in engagement surveys (Schaufeli et al., 2006) the men scored slightly higher in the three engagement dimensions than the women in the study.

b-Employee Work experience

The work experience is variable has been studied for its connection with engagement. Some studies refer that new individuals on their jobs score higher on the measures of engagement level, while others noted no relationship between service years and level of engagement. (Yildirim, 2008), Schwartz et al. (2007), They discovered that engagement level seemed to decline with increasing service years.

Job characteristics

According to Kahn (1990, 1992), psychological meaning can be achieved from function characteristics that provide confront work, variety, allow to use different skills, personal discretion, and opportunity to make important contributions.

In fact, job characteristics, especially autonomy and feedback, have been related to burnout (Maslach et al., 2001). From SET perspective, one can told that the employees who are provided with challenging and enriched jobs will feel bound to respond with higher engagement levels.

Rewards and recognition

Kahn (1990) stated that people are vary in their engagement as their perceptions of benefits they receive from a role. Moreover, a sense of investments return can comes from external recognition and rewards in addition to meaningful work. Maslach et al. (2001) suggested that while lack of recognition and rewards can lead to burnout, appropriate reward, and recognition is important for engagement.

Organizational justice

The dimension of safety identified by Kahn (1990) includes social situations that are consistent and predictable. Colquitt, (2001; Rhoades et al., (2001) stated that distributive justice pertains to one's ideation of the fairness for decision outcomes, procedural justice indicate to the perceived fairness for the processes and means used to determine the distribution and amount of resources.

Organizational climate and job engagement.

Bakker, Albrecht and Leiter (2011), explained that the employees' positive Perception for the supportive, challenging and involving organizational climate

Realizes their psychological needs. Therefore, employees are more engaged on their job roles through investing time and energy.

COR theory, Gorgievski and Hobfoll (2008) noted that the organization does not only provides the demands which lead to energy drain, but also supply resources. Schaufeli and Bakker, (2004); found that this resource are strong predictors for job engagement.

An Integrative Organizational Climate and Job Engagement

As global of competition increases, the organizations are become adopting team structures and making inter-department goals for remain successful. The integrative climate is defined as perceptions employees about the extent of interdepartmental cooperation and trust. Albrecht and Leiter (2011) contended that the job engagement levels between employees are enhanced while their experience trust, mutual benefit and respect.

This is because that perception creates the belief between employees which there is potential for equity, fairness, growth and opportunity within the organization. Similarly, Albrecht (2010) found that the employees, who feel they can rely and trust on others within the organization, feel more confidence about taking risks and achieve the goals. Consequently, they are most probably to give greater emotional and cognitive investment in their job roles, and therefore experiencing increased job engagement.

Study Approach

Based on the nature of the study and the objectives that seeks to achieve, a descriptive and analytical approach was used. A survey questionnaire was designed based on the studies and references that dealt with the organizational climate and the job engagement, many modifications have been added or deleted to avoid ambiguity or repetition. It was distributed to (350) staff members of (House Keeping Department) in some four-star hotels in Giza Governorate (12 hotels) of which (314) valid forms of analysis were obtained (89.7%) representing the sample of the study. The questionnaire consisted of:

- 1- The organizational climate scale consists of (24) words.
- 2- The job engagement scale consists of (11) words.

Each of the statements of the first and second axes is given a list of the following statements: Totally Agree (5) - Agree (4) - Impartially (3) - Disagree (2) - Disagree at all (1), using the Likert scale.

First: Statistical Methods

(SPSS.V 20) was used to download, filter and process data as follows:

A-Statistical methods used to verify the Validity and reliability of the tool:

- Pearson correlation coefficient to ensure the validity of the internal consistency of the questionnaire.
- Alpha Cronbach coefficient for reliability.
- B-Statistical methods used to answer study questions and verify their hypotheses.

- The previous Likert scales.
- Frequencies and percentages, in order to reach the arithmetic averages and standard deviations.
- Pearson correlation coefficient to detect the relationship between variables.
- Multiple regression coefficients to determine the effect of the organizational climate on the job engagement.

Second: The validity and reliability of the study tool:

1- Validity of the study tool

The correlation coefficient was calculated between each paragraph of the questionnaire and the dimension to which it belongs, as well as between each dimension and the total score of the scale to which it belongs, The correlation values ranged between (625 -, 719) and all are at 0.01, which indicates that the final questionnaire is characterized by a high degree of internal consistency validity, and that all paragraphs and dimensions will measure what was prepared for measurement.

2- Reliability of the study tool

Alpha (Kronbach coefficient) was used to confirm the reliability of the study tool, The values ranged from (746, 872), which are high and higher than 0.7, which indicates that the questionnaire has a high degree of reliability that meets the requirements applied to the study sample (Zijlmans et al,2018).

Results of study

To determine the extent to which the study sample was affected by the organizational climate, frequencies and percentages were used to reach the arithmetic mean and standard deviations of the responses of the study sample on the organizational climate scale in its dimensions and total degree as follows:

Table 1

Organization climate scale

Scale dimensions	No. of phrases	phrases	mean	Std deviation
Organizational structure	1	The functions of the hotel correspond to the nature of the organizational structure.	3.56	1.10
	2	My qualifications and specialization are match with the nature of my job assignments.	3.40	1.05
	3	The division of work in the hotel helps to speed things up.	3.49	.990
	4	Power lines between Presidents and subordinates are clear.	3.61	1.05
Communication pattern	5	The information transmitted by means of communication is clear.	3.56	1.10
	6	Hotel management Depends on modern means of communication.	3.41	1.05

	7	contact to top management levels is unimpeded.	3.51	.980
	8	The hotel management shall do their best to remove any difficulties impeding the information sharing.	3.61	1.05
Involvement in decision making	9	Hotel management is keen to involve subordinates in making decisions.	3.64	1.10
	10	I have the ability to take decisions and take responsibility.	3.63	1.08
	11	I am involved in setting the objectives and decision-making Related to them.	3.74	1.09
Reward	12	I get Rewards for additional efforts.	3.75	1.06
	13	The management of the hotel is concerned with training and developing the capabilities of employees.	3.69	1.11
	14	I have satisfaction with the social services system of medicament, retirement, ... etc.	3.68	1.16
	15	I get appreciation from my managers for doing outstanding work.	3.68	1.11
	16	My salary is suitable with the work effort.	2.93	.655
Leadership	17	Presidents encourage working chairs to express their views and suggestions.	3.75	1.06
	18	The administration encourages a spirit of cooperation between employees.	3.69	1.13
	19	Hotel management is concerned with motivation, creativity and change.	3.68	1.06
	20	The administration treated is fair and equal with others without any discrimination.	3.68	1.11
work nature	21	Hotel work hours are very suitable.	3.29	.889
	22	My work in the hotel is characterized by clear procedures and easy performance.	3.69	1.13
	23	Ventilation conditions, lighting, temperature suitable tools for the nature of work.	3.68	1.06
	24	The work on the hotel gives an opportunity for creativity and innovation.	3.68	1.01

It is clear from the results of Table (1) that the members of the study sample respond to the statements of the first axis of the organizational climate scale with arithmetic mean ranging between 3,29 and 2.93 These are averages that fall into the fourth category of the Likert scale, which refers to an option I agree with in the study tool

(survey form), with a standard deviation of 655 to 1.13, This indicates that the members of the study see an average level of quality of the organizational climate.

Table 2
Job Engagement scale

Scale dimensions	No. of phrases	phrases	mean	Std deviation
	1	My work at the hotel Achieves the greatest satisfaction in my life.	3.71	1.20
	2	My interest in my job and the performance of its tasks is one of my top priorities.	3.69	1.14
	3	I am thinking about my job Even after the hotel's working time is over.	3.64	1.15
	4	Most of my interests are focused on my job at the hotel.	3.62	1.02
	5	I have strong connected to my job that are very difficult to break.	3.71	1.22
	6	Most personal goals in my life are connected and oriented towards my job.	3.69	1.14
	7	I like to absorb my job at the hotel most of my time.	3.58	1.14
	8	I find it really fun to do my job at the hotel.	3.56	.997
	9	My work day passes quickly.	3.71	1.10
	10	I feel psychological stability when I deal with my presidents.	3.76	1.17
	11	I invest most of my scientific abilities and career experience in the hotel.	3.37	1.09

It is clear from the results of Table (2) that the study sample respondents to the statements of the second axis on the scale of the job engagement with mean ranging between 3,56 and 3.76, they are averages that fall into the fourth category of the Likert scale, a category that indicates an option I agree with in the study tool (survey form), with a standard deviation of 997 to 1.20, this indicates that there is an average level of job engagement among the workers included in the study sample.

Table 3
Arithmetic mean, standard deviation and ranking of organizational climate scale dimensions

dimensions	No. of paragraphs	mean	Std deviation	arranging
Organizational structure	4	3.51	.899	6
Communication pattern	4	3.52	.888	5
Involvement in decision making	3	3.54	.981	4
reward	5	3.56	.763	3
Leadership	4	3.70	.966	1
Work nature	4	3.66	.833	2
Organizational climate scale	24	3.58	.823	

Table (3) shows that there is an average level of the quality of the organizational climate of hotels with a mean of 3.58 and standard deviation ,823 and the ranking of dimensions of the scale as follows:

- 1- the leadership dimension at the top rank of the organizational climate.
- 2- The nature of the work dimension is in the second rank of the organizational climate.
- 3- The reward dimension is in the third rank of the organizational climate.
- 4- The Involvement in decision making dimension is in the fourth Rank of the organizational climate.
- 5- The communication pattern dimension is in the Fifth Rank of the organizational climate.
- 6- The organizational structure dimension is in the Sixth Rank of the organizational climate.

Also, to determine the extent of the study sample towards the job engagement, arithmetic mean and standard deviation are used for the responses of the study sample to the job engagement in its total degree as shown in Table (4).

Table 4

Arithmetic mean, standard deviation of job engagement scale

dimensions	No. of paragraphs	mean	Std deviation
job engagement scale	11	3.64	.897

Table (4) shows the average degree of job engagement of the study sample with a mean of 3.64 and standard deviation,897.

And to validate the first hypotheses of the study that there is a correlation of statistical significance between the organizational climate of hotels and the job engagement, the correlation coefficients were calculated between the degree of the organizational climate scale of the hotels in its dimensions and its total degree, and the measure of job engagement in its total degree as shown in table (5) as follows:

Table 5

Coefficient of correlation between organizational climate and job engagement

organizational climate	the total degree of job engagement
Organizational structure	0.574**
Communication pattern	0.577**
Involvement in decision making	0.559**
reward	0.628**
Leadership	0.479**
Work nature	0.583**
Total degree of Organizational climate scale	0.678**

** = 0.01 the correlation coefficient is statistically significant at the level of 0.01

Table (5) shows that there is a statistically significant positive correlation at 0.01 degree between the organizational climate scale in its dimensions and its total degree, and the total degree of the job engagement scale.

To clear the relationship between job engagement as a dependent variable and the dimensions of the organizational climate (organizational structure, communication pattern, involvement in decision-making, reward, leadership, nature of work), as independent variables, the researcher used the multiple regression method because of its ability to demonstrate the effect of more than one independent variable on a dependent variable (second study hypothesis). Multiple regression analysis was used at the significance level 001. Table (6) shows the following:

Table 6

Analysis of variance of independent and dependent variables Correlation and determination coefficients for the regression model

regression model	Value(F)	significance level	Multiple correlation coefficient	The coefficient of determination
	54,868 d. f (6-307)	.001	0.719	0.517

Table (6) shows the validity of the model used to test the influence relationship in the value of the job engagement, where the value of f (54,868) degrees of freedom (6-307), The level of significant (0.001) which is less than (0.05), which means that this model with its independent variables is valid to predict the values of the dependent variable.

As for the explanatory power of this model, that shows the percentage change in the dependent variable explained by independent variables, the table shows that the correlation coefficient between the independent variables and the dependent variable was (.719), and the coefficient of determination was (.517), this means that the independent variables (dimensions of the organizational climate) explain the (51.7) of the change in the dependent variable (job engagement), and the remaining (48.3) due to other factors.

Table 7

Multiple regression model of the effect of x (dimensions of the regulatory climate) on Y (job engagement)

variable	Regression coefficient (B)	Std error	Std. Regression coefficient Beta	value (t)	significance level	Statistical significance
Fixe	,739	,078		3,788	.001	significant
Organizational structure	,031	,057	,141	2,631	05.	significant
Communication pattern	,060	,061	,170	2,754	05.	significant
Involvement in decision making	,109	,087	,213	2,89	.01	significant
reward	,310	,065	,423	9,28	.001	significant
Leadership	,110	,081	,220	2,91	.01	significant
Work nature	,250	,021	,360	6,494	.001	significant

Create the regression equation x over Y as follows

$$Y = ,739 (\text{fixed}) + ,031 \times X_1 + ,060 \times X_2 + ,109 \times X_3 + ,310 \times X_4 + ,110 \times X_5 + ,250 \times X_6$$

Job engagement	=	Y
Organization structure	=	X1
Communication pattern	=	X2
Involvement at decision making	=	X3
reward=	=	X4
leadership	=	X5
nature of work	=	X6

Table (7) shows that as a result of regression analysis using the method (Enter) between job engagement as a dependent variable and dimensions of the organizational climate as independent variables, It was found that all dimensions were statistically significant according to the T test (at the level of significance $.05 \geq p$), that means these dimensions (organizational structure, communication pattern, involvement in decision-making, leadership, reward, nature of work) have a positive impact on job engagement.

The effect of the six independent variables (organizational climate dimensions) on the dependent variable (job engagement) was arranged using the beta coefficient

- 1- Reward came as the most important independent variables influence on job engagement by 42%.
- 2- The nature of the work in the second place, influence on job engagement was by 36%.
- 3- The leadership in the third place, influence on job engagement was by 22%
- 4- Involvement in decision-making in the fourth place has an influence on job engagement by 21%.
- 5- The pattern of communication in the fifth place has an influence on the job engagement by 17%.
- 6- The organizational structure in the last place has an influence on job engagement by 14%.

These results are very important for Egyptian hotels as they emphasize the correlation, and the high influence of the level of the organizational climate on the job engagement of its employees, and the importance of continuous work to improve their level even if it cost a lot of Money, the spent money will return more in the form of a reduction in absenteeism or leave work, and increasing the effort of the workers, in addition to better quality in their work, and therefore high competition.

Recommendations

Based on the results of the study, a set of provided recommendations can be improving the prevailing organizational climate in Egyptian hotels and developing the job engagement of their employees:

- 1- Reconsidering the system of work incentives, especially with regard to the workers' salaries to match the living cost.
- 2- More focus on avoiding ambiguity in decisions issued by top management to the employees.

- 3- Increased attention to communication in order to facilitation of business and get it done as required.
- 4- The administration's interest in teamwork, develop team spirit, and making employees feel they are a part of the organization.
- 5- Decentralization by giving of some administrative powers to the employees at the lowest grades.
- 6- Work to improve decision-making methods, so that all employees are involved in this and take their suggestions when making decisions related to their work.
- 7- The need to provide a favorable working atmosphere for the workers, which leads to improving work and do it to the fullest extent.

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دور المناخ التنظيمي في تحسين الاستغراق الوظيفي للعاملين بالفنادق المصرية

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قسم الدراسات الفندقية

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المفص

معلومات المقالة

يمثل ارتفاع مستوى الاستغراق الوظيفي للعاملين في المنظمة مقياساً حقيقياً لنجاح الإدارة ومدى جودة برامجها المستخدمة نحو تحقيق تميز مؤسسي، ولتحقيق ذلك تعمل على إيجاد مناخ تنظيمي يساعد على تمكينها من تحقيق أهدافها بكفاءة وفاعلية ويدعم عملية عملية اتخاذ القرار وتوجيه الأفراد ودفعهم نحو مستوى عالٍ من الاستغراق الوظيفي في أدائهم لأعمالهم، لذلك إستهدفت الدراسة التعرف على مستوى المناخ التنظيمي السائد في الفنادق المصرية (الهيكل التنظيمي، نمط الاتصال، المشاركة في اتخاذ القرار، القيادة، وحوافز العمل، طبيعة العمل) ودرجة الاستغراق الوظيفي للعاملين بها والكشف عن طبيعة العلاقة والتأثير بينهم، وتوصلت الدراسة وجود علاقة ارتباط وتأثير قوى يربط بين توفير الفنادق المصرية لمناخ تنظيمي جيد ودرجة استغراق وظيفي مرتفعة للعاملين بها، وقد أوصت الدراسة بضرورة عمل الفنادق على تنمية الاستغراق الوظيفي وتحسين المناخ التنظيمي السائد من خلال إعادة النظر في نظام الحوافز خاصة فيما يتعلق بالرواتب التي يتقاضاها العاملون لتتناسب مع تكاليف المعيشة واهتمام الإدارة بالعمل الجماعي وتنمية روح فريق العمل، والسعي لجعل العاملين يشعرون بأنهم جزء من التنظيم.

الكلمات المفتاحية

المناخ التنظيمي؛
الاستغراق الوظيفي؛
الفنادق المصرية

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