

The Impact of Job Stability, Work Environment, Administration, Salary and Incentives, Functional Justice, and Employee Expectation on the Security Staff's Desire to Continue Working at the Hotel

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Abstract: Hotels' guests and employees have acquired a huge number of studies and research, while the security department staff, who are responsible for the hotel's security and customers, did not get the researchers' attention. Therefore, the study is conducted to highlight an important section in the hospitality industry that has been neglected. The quantitative approach was utilized to explore the impact of Job Stability, Work Environment, Hotel Administration, Salary and Incentives, Functional Justice, and Employee Expectation on the security staff's Desire to Continue Working at the hotel. An online questionnaire is designed and sent to the directors of the security department of the hotels. Results revealed that Hotel Administration, Functional Justice, and Employee Expectations impact their desire to continue working at the hotel. The study has contributed theoretically to fill this gap in the literature caused by the scarcity of studies that targeted the work health of the security department staff. The study also contains many practical aspects that help hotel management pay great attention to the hotel security department.

Keywords: Security department, Job Stability, Work Environment, Administration, Salary and Incentives, Functional Justice, Expectation

1 Introduction

Security and safety play a vital step in establishing any project and the preservation of property and the continuity of its work depends on providing constant security [1]. The hospitality industry is dependent on the provision of services and therefore the reputation of a hotel is largely linked to the guest experience [2, 3]. Safety is an essential element that affects the guest experience [4]. Accordingly, hotels nowadays resort to the use of video surveillance systems where security personnel monitor sensitive areas, such as the entrance to the facility, the reception desk, and places of cash exchange [5]. Unfortunately, many people consider the role of hotel security staff unimportant and their role lies only when there is a problem. In fact, it is one of the liveliest and active departments. The security department is involved in the organization of events, the rapid response to any emergency and the training of staff to enhance the safety of guests. Therefore, it is necessary to have some special qualities in a hotel security employee such as being professional and trained to ensure the security of guests, staff, and equipment [6].

Thus, the focus on the security department plays a major role in ensuring guests feel safe and protected. Security

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department staff are responsible for providing a safe experience to hotel guests [7]. its main objective is to prevent any criminal from gaining access to the hotel or any of the hotel property[8]. Security personnel monitors people entering and exiting the hotel's entrances and exits at all times, patrols parking lots, lobbies, restaurants, walkways, stairways, and bars, assists in evacuating guests and maintains order in cases of a fire or earthquake, deal with unruly visitors as per hotel policy and helps if an accident occurs due to guests destroying their rooms. Experienceskills enable them to identify suspicious individuals and prevent the bad from happening. The responsibility of the hotel security personnel is the security of the hotel premises and its guests, employees, visitors, and users of the hotel facilities [9]. Thus it reduces any cost arising from a criminal act such as theft and protects the owners from the damages resulting therefrom. Improving and developing the appropriate environment for the security department is necessary to increase security [10].

The safe working environment should be created for all employees inside and outside the organization[11-16]. The hotel staff is responsible for satisfying the guests, whereas the security staff is originally responsible for the safety of the guests[17]. Caring raises loyalty, motivates them, increases their role level at work, and improves productivity [18]. Training enhances the use of special communication devices, batons, stun guns, and rifles that help them to control potentially dangerous situations. They must also be trained to provide first aid to assist guests and staff until medical assistance arrives at the hotel. Advanced courses in guest etiquette should be provided which will enhance the hotel's reputation and increase customer satisfaction [19]. organizations are rich in assets and also rich in guest properties that need protection[20-23]. Thus, the hotel security department can protect these assets and deter potential thieves [24, 25]. So, a hotel owner is obsessed with security and always looks for new ways to improve security such as an intelligent monitoring system, secure Wi-Fi, and most importantly security personnel who are trained to understand what an unsafe situation looks like and how they should deal with it [26].

Clearly, previous studies focused on hotel employees and excluded security department staff such as [27] who examined the factors affecting the job performance of kitchen staff; [28] who investigated the effect of high seasonality on frontline employees; [29]who examined the influence of empowerment on hotel employees;. Apparently, all previously mentioned studies have targeted hotel employees and excluded security department staff. Therefore, this study is conducted to cover this literary gap and to show the importance of the security department and the great role that its employees play in the hotel operation.

2. Literature Review

Many The Human Resources (HR) in the hotel establishment is the most valuable and unique asset of the organization and are often called the Human Capital on which successful management depends [30]. Human resources are a company's most important permanent asset and sustainable competitive advantage [31, 32]. Proper management of human resources is critical in enhancing the financial aspects of the organization and in providing high-quality service. There is an urgent need for effective human resource management to achieve the desired successes [33]. [34] showed that the practices of stimulating humanresources drive innovation performance and that the practices followed by the hotel management in organizing the new work environment enhance innovation activities in hotels. Employees with high levels of experience and skills are a precious treasure and a source of creative ideas [35].

The workforce is the cornerstone of the organization, and achieving job stability for them reflects positively on the quality and output of work [36]. [37] also stressed that the hotel administrations should work on creating job stability through forming the employee's confidence in co-workers and trust in the management and in the supervisors, as they have a tangible impact to a large extent on the employee's desire to continue in the institution in which he works. One of the most important aspects that the hotel administration should stick to is to create loyalty among its employees is to take seriously the importance of training to raise the level of their staff skills [32, 38]. Additional training affects creativity and the propensity to innovate [39].

The work environment may affect physical and mental health and is an essential element to maintain workers and can be divided into three categories: Physical work environment, social work environment, and psychological work environment [40]. The study of [41] showed the work environment has a strong impact on job satisfaction and the employee's intention to stay at work. While the study [42] showed that there is a strong relationship between the work environment, job satisfaction, and organizational commitment. This means that job satisfaction drives employees to complete the tasks required of them, work to support and achieve the organization's goals, and perform additional roles for the benefit of the organization.

There is a critical and important role for hotel administration towards its employees in strengthening their relationship with the organization and raising their level of satisfaction. The successful management focuses on the internal customer before the external customer[43]. The external client is looking for quality in the service, while the internal client is looking for job stability, incentives, good relations with his colleagues, and trust with the management. Incentives related to the

material or moral support provided by the hotel to the employee, which leads the employee to deepen his sense of self-respect, ability, and importance.

Meanwhile the study of [44] indicated that there is a positive relationship between employee retention and salaries and incentives offered. They assured that strict administration, unregulated working hours, and low salaries affect the employee’s decision to stay or the tendency to search for an alternative and accept any another offer has different features, especially with regard to the financial aspect. In addition, Functional justice also plays a prominent role in influencing employee loyalty, satisfaction, or retention. [45] indicated that justice is divided into several aspects, including distributive justice, transactional justice, evaluative justice, and moral justice. Functional justice is the extent to which employees are treated fairly in the workplace and its impact on their psychological aspects and its reflection on their behavior. The employee’s expectations also play a role in his desire to continue working, including expectations related to wages, the opportunity to obtain a promotion, participation in decision-making, and the degree of management cooperation with employees [46], a leadership style that influences employee expectations, success, and progress in the organization [47].

The issue of job satisfaction, work turnover, employee retention, or the employee’s desire to continue work remains the most important axes related to institutions, strategies, and assessment in general [48]. Thus, there is no difference between job satisfaction and the desire to continue working, whether the first talks about emotions towards the institution, while the second talks about the actual decision towards the institution, both of which have an impact on the behavior and performance of human resources.

Thus, the importance of this study comes from being the only study that touched on the hotel security department and highlighting the importance of this section in maintaining the security of guests and the hotel's reputation. The importance of this study also emerges from the focus on all human resources in the hotel establishment equally. As a result, the research proposed the following hypotheses:

- H1: Job Stability has a statistically significant influence on the desire to continue working at a hotel.
- H2: Work Environment has a statistically significant influence on Desire to Continue Working at Hotel.
- H3: Hotel Administration has a statistically significant influence on the desire to continue working in the hotel industry.
- H4: Salary and incentives have a statistically significant influence on desire to continue working at a hotel.
- H5: Functional Justice has a statistically significant influence on desire to continue working at a hotel.
- H6: Employee Expectation has a statistically significant influence on Desire to Continue Working at Hotel.

3. Method

In this section, study will discuss the methodology that was used to conduct the research. It includes the study model, which details the study's independent and dependent variables, population, and sample, as well as the research hypotheses, data collecting strategy, and analytic procedures.

Theoretical framework:

Fig. (1) depicts a research model with the independent factors, dependent variable, and hypothesized connection.

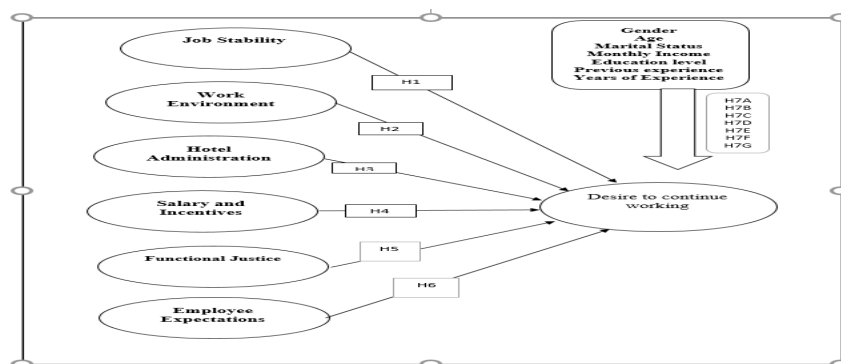


Fig .1. Theoretical framework

Design of Research

The quantitative technique was employed to fulfill the study's aims. The study's target demographic is all security department staff in all classed hotels. To contact the research population, an electronic questionnaire was created and sent to responders. Each hotel's security manager was called, and the link to the questionnaire was emailed to him to distribute to his employees. A low level of engagement occurred, with 108 replies gathered from the participants. Six independent variables comprised the research instrument. (Job Stability, Work Environment, Hotel Administration, Salary and Incentives, Functional Justice and Employee's Expectation) taken from studies [40, 48, 49].

Table 1. Description of the demographic characteristics of the respondents

Category	Category	Frequency	Percentage%
Gender;	Male	84	77.8
	Female	24	22.2
	Total	108	100.0
Age;	Less than 30	12	11.1
	30-40	12	11.1
	41-50	24	22.2
	51-60	60	55.6
	Total	108	100.0
Marital Status:	Single	48	44.4
	Married	60	55.6
	Total	108	100.0
Monthly Income:	Less than 300 JD	23	22.1
	301-400 JD	18	16.7
	401-500 JD	42	38.9
	More than 500 JD	24	22.3
	Total	108	100.0
Education level	Below secondary school certificate	45	50.0
	Secondary school certificate	24	22.2
	Diploma	18	16.7
	Bachelor	12	11.1
	Total	108	100.0
Previous experience	Retired from the armed forces or public security	84	77.8
	Retired from the government sector	6	5.6
	Retired from the private sector	6	5.6
	New employee	12	11.1
	Total	108	100.0
Years of Experience	Less than 5 years	12	11.1
	5-10	12	11.1
	11-16	54	50.0
	More than 16 years	30	27.8
	Total	108	100.0

As indicated in Table (1), males make up about (77.8%) of the overall respondents, while females make up (22.2%). Those who are aged between 51 to 60 are the majority (55.6%). Most of the respondents are married (55.6) and their monthly income is less than 500 JD (38.9%) working in five-star hotels (61.4%). Also, results indicated that those who have retired from the armed forces or public security form (77.8%). Those who have below secondary school certificate are (50.0%) the

majority. Finally, the years of experience shows that those who have more than 16 years form the majority of the respondents.

Associations among research variables were measured using a 5-point Likert scale, with responses ranging from "strongly disagree" = 1 to "strongly agree" = 5; reliability and validity analyses were conducted, and descriptive analysis was used to characterize the features of the study sample and the responses to the questionnaires on the independent and dependent variables. Additionally, we used a t-test and multiple regression to investigate correlations and differences in our data. Table 2 lists the variables and the items used to measure them.

Table 2. Variables and measurement items

Variable	Measurement Items
Job Stability (JS)	JS1: The hotel offers me adequate health insurance JS2: The hotel provides adequate training to do my job effectively. JS3: I feel satisfied with the place assigned to my work in the hotel. JS4: The working environment in the hotel is quiet and comfortable JS5: I feel that my work in the hotel is enjoyable and fruitful. JS6: I feel satisfied with my responsibilities in the hotel because it suits my abilities
Work Environment (WE)	WE1: The number of daily working hours is suitable for me. WE2: The security employee gets a financial reward for overtime work WE3: The hotel provides the security employee with all work requirements such as housing, medical insurance, and transportation WE4: The hotel takes care of training the guard on work requirements WE5: The security procedures followed in the hotel are based on clear policies and procedures WE6: The security employee is exposed to many dangers that threaten his life due to the nature of his profession WE7: The security employee faces many embarrassing situations while dealing with hotel customers
Hotel Administration (HA)	HA1: The hotel administration respects and appreciates the security employee HA2: The hotel administration is keen to hear the suggestions of the security staff HA3: The hotel administration empowers me to make business decisions HA4: The hotel administration takes into account the human aspects of the security officer's work HA5: The hotel administration shows me gratitude when I do the job well. HA6: The hotel administration involves me in planning the work of any new project or idea in the hotel. HA7: Hotel administration gives me access to information about career development opportunities
Salary and Incentives (SI)	SI1: There are various incentives suitable for my work SI2: The salary is commensurate with the living requirements SI3: The salary is commensurate with the importance of the work I do SI4: The salary is commensurate with the degree I hold SI5: The salary is commensurate with the work experience I have SI6: The salary I receive encourages me to do a better job

Functional Justice (FS)	<p>FJ1: The hotel offers me the opportunity to upgrade in the career ladder as it is in other departments of the hotel</p> <p>FJ2: There is fairness in salaries, incentives, and bonuses, as in other hotel departments</p> <p>FJ3: The hotel security staff are treated equally as it is in other hotel departments</p> <p>FJ4: There is justice in the distribution of training and development opportunities, as in other hotel departments</p>
Employee Expectations (EE)	<p>EE1: The hotel offers opportunities to develop new and better ways of doing business</p> <p>EE2: The hotel provides opportunities for learning and gaining new experiences in the field of work</p> <p>EE3: I expect good career progression in the hotel</p> <p>EE4: The hotel gives me a decent social position</p> <p>EE5: I expect a better future in the hotel</p>
Desire to Continue Working (DS)	<p>DS1: I'm not currently thinking about quitting work at all</p> <p>DS2: Work provides opportunities for growth, development, and advancement</p> <p>DS3: I am satisfied with working in the hotel</p> <p>DS4: The hotel is important and it deserves to continue working in it</p> <p>DS5: I am ready to do any task assigned to me to keep my current job</p> <p>DS6: The hotel provides benefits that are not available in any other business</p>

4. Results

Descriptive Analysis

The mean and standard deviation were computed to reflect the responses to each question in the research instrument. The mean represents the data's central tendency, while the standard deviation quantifies dispersion and offers a sense of the spread or volatility in the data [50]. The following formula was used to calculate the level of each item: $(\text{Highest Likert Point} - \text{Lowest Likert Point}) / \text{Levels Used} = (5-1) / 5 = 0.80$, where 1-1.80 is mirrored by "Very low, 1.81-2.60 reflects it" "Low," 2.61-3.40 is considered "moderate," 3.41-4.20 is considered "high," and 4.21-5 is considered "extremely high." The goods were then grouped according to their cost. The findings are shown in tables (3) and (4).

Table 3. Study variables' means and SDs.

Variables	M	SD	Level	Order
Job Stability				
JS1	4.39	.593	Very High	1
JS2	4.11	1.292	High	3
JS3	4.00	1.111	High	4
JS4	3.94	1.229	High	5
JS5	3.72	1.373	High	6
JS6	4.28	1.049	Very High	2
Work Environment				
WE1	4.06	.975	High	2
WE2	3.89	.998	High	3
WE3	3.78	.921	High	5

WE4	3.83	1.072	High	4
WE5	4.28	.874	Very High	1
WE6	3.44	1.349	High	6
WE7	4.06	.975	High	2
Hotel Administration				
HA1	4.11	.879	High	5
HA2	4.11	.879	High	5
HA3	4.22	.789	Very High	2
HA4	4.17	.690	High	3
HA5	4.32	.715	Very High	1
HA6	3.89	.813	High	6
HA7	4.13	.569	High	4
Salary and Incentives				
SI1	3.94	.783	High	1
SI2	2.83	1.072	Moderate	6
SI3	3.17	1.019	Moderate	4
SI4	3.00	1.111	Moderate	5
SI5	3.22	1.088	Moderate	3
SI6	3.72	.874	High	2
Functional Justice				
FJ1	3.72	.807	High	2
FJ2	3.39	.955	High	4
FJ3	3.83	1.019	High	1
FJ4	3.61	.895	High	3
Employee Expectations				
EE1	3.72	.874	High	2
EE2	3.63	.734	High	4
EE3	3.50	1.072	High	5
EE4	3.78	.857	High	1
EE5	3.67	1.005	High	3
Desire to Continue Working				
DS1	4.11	.852	High	1
DS2	3.94	1.084	High	3
DS3	3.63	1.250	High	6
DS4	4.06	1.031	High	2
DS5	3.89	1.155	High	5

DS6	3.91	1.053	High	4
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Table 4. Overall Mean and SD

	Variables	M	SD	Level	Order
Independent Variables	Job Stability	4.0741	.95901	High	2
	Work Environment	3.9048	.61079	High	3
	Hotel Administration	4.1190	.49081	High	1
	Salary & Incentives	3.3148	.80282	High	6
	Functional Justice	3.6389	.70656	High	5
	Employees' Expectations	3.6778	.73413	High	4
Dependent variable	Desire to Continue Working	3.9167	.94432	High	

Reliability and Validity

It should be highlighted that the research instrument correctly measures the variable and the notion that it is designed to assess. [50]. Cronbach's alpha coefficient was calculated to establish the study's reliability. All dimensionality scale values should be greater than the suggested threshold of 0.60.[51]. Therefore, the results of Cronbach's alpha measurements for (Job Stability, Work Environment, Hotel Administration, Salary and Incentives, Functional Justice and Employee's Expectation) were 0.90, 0.70, 0.76, 0.88, 0.77, and 86 respectively; while the dependent variable, Desire to continue working at hotel, has got 0.94 Cronbach's alpha coefficient.

Hypothesis Testing Results

Tables 4, 5, and 6 provide the testing findings for the primary hypothesis.

Table 4. Summarizes the study model:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812a	0.660	.640	.56678

a. Predictors: (Constant), JS, WE, HA, SI, FJ, EE

b. DS

Table 5. Variance analysis for the research model

Model	Sum of Squares	df	Mean Square	F	Sig.	Result
Regression	62.971	6	0.886	32.670	.000a	Accept the hypothesis
Residual	32.446	101	0.114			
Total	95.417	107				

a. DS

b. Predictors: (Constant), JS, WE, HA, SI, FJ, EE

Table 6. Coefficient of predictors (a)

Model	Unstandardized Coefficients		t	Sig.	Result of hypothesis testing
	B	Std. Error			
Constant	-1.188	.637	.637	.065	
JS	-1.188	.118	.118	.013	Reject the hypothesis
WE	-.512	.287	.287	.078	Reject the hypothesis
HA	.837	.279	.279	.003	Accept the hypothesis
SI	.053	.164	.164	.745	Reject the hypothesis
FJ	.375	.106	.106	.001	Accept the hypothesis
EE	.907	.080	.080	.000	Accept the hypothesis

a. Dependent Variable: DS

The basic regression analysis test was used to discover the independent factors' influence on the dependent variable, as shown in tables (5, 6, & 7). F was 32.670 with a statistically significant 0.000 and T was 0.637 with a statistically significant 0.065. At the same time, the value of R, which represents the correlation factor between the independent and dependent variables, was 0.812. Meanwhile, R² = 0.660 is the ratio of interpretation of variations in the dependent variable caused by a change in the dependent variable's component.

Moderation Effects

Hypotheses H7A, H7B, H7C, H7D, H7E, H7F, and H4G contend that respondents' willingness to continue working in the hotel varies greatly owing to variables such as gender, age, marital status, monthly salary, educational level, prior experience, and years of employment. The T-test for independent samples was performed to determine if there are statistically significant variations in the willingness of the sample members to continue working in the hotel owing to the gender variable. The ANOVA test was also performed to see whether there were any significant variations in respondents' willingness to continue working at a hotel that might be linked to age, marital status, monthly salary, educational level, prior experience, and years of experience.

Table 7: T-test of respondent's gender-attributable desire to continue working at the hotel.

Variable	Male			Female			T	df	Sig.
	N	M	Std. Dev.	N	M	Std. Dev.			
Desire to continue working at hotel	84	3.9762	1.04873	24	3.7083	.34839	.34839	.34839	.34839

Table 7 shows that there is no statistically significant difference in the desire to continue working at the hotel based on gender, as determined by a T-test.

Table 8: ANOVA Analysis of respondents' Desire to Continue Working at hotel (DS) attributed to age, marital

status, monthly income, monthly income, previous experience, and years of experience

Variables		Sum of Squares	(Df)	(Mean Square)	(F)	(Sig)
DS attributed to <i>age</i>	Between Groups	26.292	3	8.764	13.185	.000
	Within Groups	69.125	104	.665		
	Total	95.417	107			
DS attributed to marital status	Between Groups	.338	1	.338	.376	.541
	Within Groups	95.079	106	.338		
	Total	95.417	107			
DS attributed to monthly income	Between Groups	7.315	3	2.438	2.879	.054
	Within Groups	88.101	104	.847		
	Total	95.417	107			
DS attributed to educational level	Between Groups	2.889	3	.963	1.082	.360
	Within Groups	92.528	104	.890		
	Total	95.417	107			
DS attributed to previous experience	Between Groups	8.333	3	2.778	3.317	.023
	Within Groups	87.083	104	.837		
	Total	95.417	107			
DS attributed to years of experience	Between Groups	3.602	3	1.201	1.360	.259
	Within Groups	91.815	104	.883		
	Total	95.417	107			

Table 8 revealed the results of the ANOVA test that demonstrated a significant difference in desire to continue working in the hotel in favor of age and prior experience.

Table 9. Multiple comparisons analysis of the Desire to Continue Working attributed to age
Multiple Comparisons

Dependent Variable: Desire to Continue Working						
Tukey HSD						
(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Upper Bound	Lower Bound
Less than 30	32-40	.16667	.25781	.917	-.5065	.8398
	41-50	-.87500(*)	.19691	.000	-1.3891	-.3609
	51-60	.83333(*)	.25781	.009	.1602	1.5065
32-40	Less than 30	-.16667	.25781	.917	-.8398	.5065
	41-50	-1.04167(*)	.28824	.003	-1.7943	-.2891

	51-60	.66667	.33283	.194	-.2024	1.5357
41-50	Less than 30	.87500(*)	.19691	.000	.3609	1.3891
	32-40	1.04167(*)	.28824	.003	.2891	1.7943
	51-60	1.70833(*)	.28824	.000	.9557	2.4609
51-60	Less than 30	-.83333(*)	.25781	.009	-1.5065	-.1602
	32-40	-.66667	.33283	.194	-1.5357	.2024
	41-50	-1.70833(*)	.28824	.000	-2.4609	-.9557

* At the 0.05 level, the mean difference is significant.

Table 9 indicates the statistical significance of the differences between each pair of groups, which is attributed to the age variable. The results indicated that the age group from 41-50 is statistically different from other age groups.

Table 10. Multiple comparisons analysis of the Desire to Continue Working attributed to Previous experience

Multiple Comparisons

Dependent Variable: Desire to continue working

Tukey HSD

(I) Previous experience	(J) Previous experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Upper Bound	Lower Bound
Retired from the armed forces or public security	Retired from the government sector	.41667	.45753	.799	-.7780	1.6113
	Retired from the private sector	-.91667	.45753	.193	-2.1113	.2780
	New employee	.25000	.28239	.812	-.4873	.9873
Retired from the government sector	Retired from the armed forces or public security	-.41667	.45753	.799	-1.6113	.7780
	Retired from the private sector	-1.33333	.52831	.062	-2.7128	.0461
	New employee	-.16667	.38668	.973	-1.1763	.8430
Retired from the private sector	Retired from the armed forces or public security	.91667	.45753	.193	-.2780	2.1113
	Retired from the government sector	1.33333	.52831	.062	-.0461	2.7128
	New employee	1.16667(*)	.38668	.017	.1570	2.1763
New employee	Retired from the armed forces or public security	-.25000	.28239	.812	-.9873	.4873
	Retired from the government sector	.16667	.38668	.973	-.8430	1.1763

Retired from the private sector	-1.16667(*)	.38668	.017	-2.1763	-.1570
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* The mean difference is significant at the .05 level.

5. Discussion and Conclusion

This study targeted an important section of the vital and effective departments in hotels. The hotel security department is the front end of the hotel and the first connection between the customer and the hotel staff. Results of the study pointed out hotels depend mostly on retired males who had wide experiences in the armed forces or public security. This is due to that hotels are looking for trained staff with military or public security background and also because they have a retirement salary so they will offer them the minimum wages stipulated by the law in the Kingdom. These results are in agreement with the study [52], which indicated that employees with low academic degrees are more interested in raising their performance level, and they have the lowest monthly wages.

The results revealed that the respondents felt job stability. They indicated that the hotels provide them with appropriate health insurance, and that they feel satisfied with the responsibilities entrusted to them because it suits their abilities and the hotel provides them with the appropriate training to do the work effectively. As for the work environment, the results showed that the security procedures followed in the hotel are based on clear policies and procedures, that the number of daily working hours is appropriate, and that the hotel is interested in training the security guard on work requirements. While the results revealed that the hotel administration shows gratitude to the security employee when he does the job well and gives him the necessary empowerment to make appropriate business decisions. Most importantly, the participants indicated that the hotel management takes into account the humanitarian aspects of the work of the security staff.

As for salaries and incentives, the responses of the participants were somewhat shy, as they indicated that there are many incentives suitable for their work, and that the salary they receive encourages them to do a better job, and that the salary is commensurate with their work experience. With regard to job justice, the results showed that respondents' evaluation "treats hotel security staff on an equal basis as in other hotel departments" as the highest item, followed by that the hotel provides them with the opportunity to move up the career ladder as is the case in other hotel departments. While the least rated item was that there is fairness in salaries, incentives and bonuses, as is the case in other hotel departments. In the meantime, the results of the study indicated that the security staff expect the hotel to give them a decent social status, the hotel to provide them with opportunities to develop new and better ways of doing business, and they expect a better future in the hotel. Moreover, the participants indicated that they are not currently thinking of leaving the job at all, as the hotel is important and it is worth to continue working in it. The findings revealed that the hotel administration, functional justice, and employees' expectations impact on employees' desire to continue working at the hotel which is fully consistent with the results of the study [53]. Employees' satisfaction or willingness to continue in their workplace is related to several factors, including good leadership style and what management provides to employees in terms of training and incentives, and job security.

Recommendations:

Based on the study's findings, certain suggestions will be made to increase workers' desire to remain at their hotel. The proposals are aimed at the hotel association, the Ministry of Tourism and Antiquities, and other hospitality-related institutions. It is advised to concentrate on the hotel administration's rules and processes, as well as their attitudes toward security staff.

It is critical to treat security staff equally as with other employees in the hotel. Security staff should not feel as minority or discriminated comparing to their peers. Their role in the hospitality industry is tremendous and could be denied. In addition, hotel administration should work on meeting security staff expectation. If they did so, staff personnel will be of additional benefits to the hotel successful operation. Moreover, understanding employees' expectation in hospitality industry is of great benefits to the success of top level management in hotels.

Research's contributions:

This research has made both theoretical and practical contributions, since it is one of the few studies to concentrate on the hotel security department and the first to examine security personnel's attitude regarding their salaries and willingness to continue working at hotels. Consequently, the present work may help to address this research gap. The research focuses on the significance of the security department as a passive element in hotel operations, a hitherto unexplored area. Therefore, the research may add to the current human resources literature by focusing specifically on security personnel. In addition, the study established a technique that may be utilized in future assessments of workers' ability to continue working. As for the study's practical benefits, it may serve as a guide for the administrations of all companies on how to treat security personnel effectively and strengthen their dedication and loyalty to the business.

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