DEVELOPING THE PERFORMANCE OF SECURITY EMPLOYEES (APPLIED TO 3 STAR HOTELS IN ALEXANDRIA CITY)

Extract of PhD Thesis

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Abstract

This study investigates the development performance of security line level staff in three star hotels in Alexandria city in order to protect the hotel guests ,hotel employees in addition to the hotel property by increasing the concept of safety and security to hotel security staff , handling modern security equipment and devices as well as conducting security plans to deal with Various critical situations such as tourism crimes, disasters and crises.

An analytical descriptive method was used to conduct the research . The questionnaire forms were designed and distributed to all employees of security departments in eight hotels of Alexandria city. The responses were 92.5% . Statistical version 22 of the Social Sciences SPSS program has been used to discuss the phenomenon of the study and to analyze and calculate data from valid forms of analysis in addition to the use of Alpha Kronbach factor , frequencies , averages , standard deviations and percentage .

The most important results of the study had been proved that all three star hotels in Alexandria city dealing with stand alone walk through in metals, drugs and explosive detector guest gates In addition to the use of different types of fire extinguishers, with a shortage in using various up to date security equipment and devices , lack of training programs or conducting security plans to deal with various critical situations .The most important recommendations focused on the role of hotel management in applying the latest security equipment , activate advanced security training programs for security

personnel as well as recruiting high standard security calibres in terms of speaking English language and hold computer kills according to well designed security employee job description and finally establishing special units dealing with crises and disasters in each hotel.

Key Words: Security and Safety - Stand Alone Walk Through in Metal, Drugs and Explosive Detectors- Security Training Programs, Job description

تطوير اداء العاملين بالامن بالتطبيق على فنادق الثلاث نجوم بمدينه الاسكندرية

تهدف الدراسه الى تطوير اداء العاملين بقسم الامن فى فنادق الثلاث نجوم بمدينه الاسكندريه و ذلك لحمايه نزلاء الفندق والعاملين به بالاضافه الى ممتلكات الفندق وذلك من خلال ترسيخ مفهوم الامن و السلامه المهنيه لدى العاملين بقسم الامن و استخدام الاجهزه الامنيه الحديثه و تنفيذ الخطط الامنيه للتعامل مع مختلف المواقف الحرجه كالجرائم السياحيه و الكوارث و الازمات .

وفى اطار ذلك تم استخدام المنهج الوصفى التحليلى حيث تم تصميم و توزيع استمارات الاستقصاء على جميع العاملين باقسام الامن فى ثمانى فنادق بمدينه الاسكندريه عينه الدراسه و كانت نسبه الاستجابه ٩٢.٥٪ .وقد تم استخدام البرنامج الاحصائى اصدار ٢٢ للعلوم الاجتماعيه SPSS نظرا لمناسبته لدراسه الظاهرة عينه الدراسه و لتحليل و حساب البيانات من الاستمارات الصالحه للتحليل بالاضافه الى استخدام معامل الفا كرونباخ و التكرارات و المتوسطات و الانحرافات المعياريه و النسب المئويه و قد انحصرت اهم النتائج فى التزام مسئولى الامن باستخدام بوابات الامن الكاشفه للمعادن و المتفجرات و المخدرات الخاصه بنزلاء الفندق بالاضافه الى استخدام مختلف انواع طفايات الحرائق مع ضعف فى تواجد مختلف الاجهزه و

المعدات الامنيه الحديثه بالاضافه الى عدم وجود برامج تدريبيه و خطط امنيه للتعامل مع مختلف المواقف الحرجه التى يتعرض لها العاملين و النزلاء بالفندق .

و كانت اهم التوصيات ضروره اتجاه الفنادق الى شراء احدث الاجهزه و المعدات الامنيه و تفعيل برامج تدريبيه متطوره لمسئولى الامن و ايجاد اليات مناسبه لعمليات تعيين مسئولى الامن من حيث امتلاكهم للمهارة اللغويه الخاصه بالتحدث باللغه الانجليزيه و معرفه الحاسب الالى و العمل على مراجعة التوصيف الوظيفى للعاملين بقسم الامن بصفه مستمره بالاضافه الى انشاء وحدات خاصه للتعامل مع الازمات و الكوارث فى كل فندق.

Introduction

Tourism industry considered one of the most important industries in many countries , especially Egypt, because it is an excellent resource of foreign currency that contributes in supporting the national economy in addition to the added value of creating job opportunities for young people .According to the World Tourism Organization report 2019, Egypt tourists visitors reached in 2018 (11 million and 346 thousand) spent 9 billion and 800 thousand dollars, and the spent average for each guest per day was 82.5 dollars(WTO Report ,2019).

The analysis of previous figures shows that the number of tourists is not commensurate with Egypt's tourism potential , but as a result of the youth revolution of January 11, 2011 and the absence of national security from the seen in general and hotels in particular led to the unwillingness of tourists to visit Egypt(Nasser2012,Mohamed,2012), which was reflected negatively on the occupancy percentages and hotel revenues in addition to the lack of security equipment in hotels, the absence of security employees training programs and the lack of security plans handling the threats of guests and employees.

The aim of the research is to develop the performance of security personnel in terms of applying the concept of security and safety mechanisms to provide maximum protection to the hotel's guests, employees and property.

The Research hypotheses focused on the following points:

H.1 Absent of security and safety concept to hotel security staff

H.2 Absent of modern security equipment , devices , plans and security procedures in dealing with various critical situations

Review of literature

The term Security in general means the security of individual and dignity of human being in terms of fulfilling his physical and moral needs. This is achieved through the rule of law and the absence of threats in its various forms. It focuses on the survival and well-being of individuals and is divided into many types such as religious security, political security, economic security and tourism security.

The tourism security, is responsible for providing protection to tourists since their arrival to the country until their departure(Phellas2011,Spassford2006). Security research is facing many difficulties in terms of data collection and analysis, in addition to the lack of trained cadres to carry out field research. There are crimes committed by tourists such as theft, not paying services provided and false reports. Crimes against tourists such as crimes of violence, sexual harassment, counterfeiting credit cards, and the threat of bombings and terrorist acts(Jaswinder,2015). The tourism security had gained from other security branches some equipment ,devices , security planes and procedures that can be used in hotels, most notably the guest gates of detectors for metals, drugs, explosives, surveillance cameras and Geographic Information System Security Support .

The study discussed the relationship between the hotel security staff and the tourism police and antiquates in addition to the nature work of hotel security private companies in terms of advantages and disadvantages such as the absence of full loyalty of security company employees to hotel management, in addition to the organizational structure of staff in security department in terms of the availability of the security manager , assistant manager , supervisors of public areas , rooms corridors , back areas and the nature of the work of each employee according to job description and mechanisms of recruiting the employees(Chen 2014,harvy 2015,Mansfield,2006) .The personnel department, which is governed by internal and external factors related to the work environment such as employment policies, labour market, economic , social conditions, and exposure to the different training stages of identification of training needs and designing, evaluation training programs with an explanation of the most important methods used in training such as simulation , role playing ,lectures, seminars, discussion , training on the job and external training.

The security personnel must know various risks (wong2011,yang2014,Hall 2004,lisele 2013)that are occurs to other employees in all divisions of the hotel such as rooms division : reception, telephone operators , housekeeping and food and beverage division: restaurants, room service, banquet and food production : hot food , cold food , baker and Pastry , stewarding and administrative division :receiving and storage, and personnel.

Material and Methodology

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 Research aim and objectives
The aim of the current study is to develop the Security employees performance concerning security awareness

,equipment usage and plans adopted. (SSPs) version 22 in the (8) Egyptian hotel sample. In particular, the specific objectives of the present study were pointed out as the following :

Identifying the awareness level of the SSPs in the hotel industry.
Evaluating the actual usage (Performance) levels of the SSPs in the participated hotels.
Examining whether there are similarities or gaps between the awareness level and actual usage level of each SSPs.
Describing to what extent hotel respondents are implementing practical plans related to SSPs in the hotel operation.
Research conceptual framework
        This study proposed a three-stage model for security and safety procedures implemented and practiced in hotels as following:
Research hypotheses
This study argued for the following hypotheses:
H1: The level of hotel security personnel awareness to SSPs is not   affecting
    the SSPs usage.
H2: The availability of SSPs practical plans and equipment usage is not
    affecting the SSPs usage

Research approach
        Research approach is concerned with how the research project will engage the use of theory (Saunders et al., 2009). (Finn et al. 2000) concluded that research needs theory as a framework for interpretation, while theory needs research to constantly review, modified, and challenge theoretical details. In this respect, researchers choose the best fit of different research approaches to their research aims. Generally, there are two research approaches; a deductive approach (testing theory) and

an inductive approach (building theory) (Miller and Brewer, 2003; Teddlie and Tashakkori, 2006; Saunders et al., 2009).

The study objectives and questions revealed that it is primarily a descriptive- study. The study used quantitative approach, which included the developed questionnaire. Descriptive research describes and defines phenomenon or the problems as they exist. It is used to identify and obtain information on the characteristics of a specific problem or issue (Crotty, 2003). According to (Bryman and Bell, 2007) quantitative research refers to the use of structured, standard questions and pre-determined response options given in the form of a questionnaire to a number of respondents. It involves collecting and analyzing data that can be mathematically interpreted and analyzed (Collis and Hussey, 2009).The current study used deductive approach. (Saunders et al 2009) indicated that, deductive means reasoning from the particular to the general. If a causal relationship or link seems to be implied by a particular theory or case example, so it might be true in most of the cases.

Data collection techniques

The major final component in the research design is to find specific techniques of data collection and analysis. There are two basic sources of data: secondary data and primary data. Secondary data is the data that already exists such as books, documents and films (Collis and Hussey, 2009). Primary data is data collected specifically for the research project being undertaken by the researcher (Saunders et al., 2009).

The researcher uses the two methods of data collection. Secondary methods through searching in several database sources were used to conceptualize and operation the current study construct (SSPs).Research methodology plan included three main phases, which were: first, designing the study instrument; second, distribution of the questionnaire; third,

processing and analysis of the data. It is clear that the questionnaire were developed on the basis of the reviewed literature and the pilot study to quantify, supplement and complement the SSPs concept. A detailed description of the study phases will be provided in the following sections.

Statistical methods used in data collection

Phase 1: Designing questionnaire

Identifying SSPs practices

The first step in the current study required that SSPs practices in the hotel industry to be identified. The research process started with investigation of the relevant literature to extract recommendations and SSPs in this field. This process allowed the researcher to identify the SSPs related to the hotel operations. Based on this review, a list of SSPs was then identified.

Reliability and validity tests

Reliability, in its simplest definition, refers to a study being consistent and stable. A study that is internally consistent implies that the results are the same if another similar study would be carried out under similar conditions (Field, 2013).Cronbach's alpha test was used to determine internal consistency of the SSPs practices involved in the questionnaire. Table (1) shows Cronbach's alpha result by using SPSS program. The result showed that the Alpha coefficient of the scale items related to SD practices was 0.53. The minimum value that is considered acceptable as an indication of reliability is 0.50. Thus, this result indicates that the scale is reliable (Field, 2013).

Table 1: Cronbach's Alpha of reliability result

Items measure	No. of Items	Cronbach's Alpha
SSPs awareness	10	0.96
SSPs usage	15	0.80

Existence of SSPs practical plans	10	0.53

On the other hand, Validity determines if the research measures that which it was intended to (Hair et al., 2010). Two types of validity are applicable to the current study. Content validity and face validity. Content validity refers to the extent to which the questionnaires measure the actual concepts related to the topic. Face validity refers to the questions that are unambiguous to the respondents and therefore the gathered data will be valid (Field, 2013).

The Study

After the development of the initial set of items, the items purification stage was undertaken. The study survey was conducted using a questionnaire distributed with in 4 months (from October 2018..to January 2019).

The responses obtained from the study were coded and analysed. Points raised and modifications recommended by hotel respondents were used to improve the structure of the questionnaire and the clarity of questions as well .In piloting, the reliability assessment is considered; scale reliability is the proportion of variance attributable to the true score of latent variables. It is a necessary condition for validity. It is to ensure that measures are free from error and therefore yield consistent results (Collis and Hussey, 2009).

Generally, Cronbach's alpha is the most commonly used tool for testing the reliability of a multi-scale measurement tool to assess whether all items are measuring the same thing (DeVellis, 2011). (Hair et al. 2010) and(Field, 2013,Hair 2010) mentioned that the value of alpha equal to 0.60 or above indicates that the items make a reliable and consistent set. Therefore, reliability analysis was first used to remove items with low item-

total correlations (<0.3) or any items with cross correlations (Hair et al., 2006).Reliability of the items was assessed through using a questionnaire containing items obtained from the existing literature and results of the previous study phases. here were three methods to collect survey data: first, through internet-mediated structural interviews; second, using on-line survey ; third, through postal surveys. Different data collection methods were implemented according to every type limitation as recommended by (Phellas et al., 2011).

The data-collection instrument in the current study is the questionnaire. A questionnaire is "a set of carefully designed questions given inexactly the same form to a group of people in order to collect data about some topic(s) in which the researcher is interested" (Sapsford and Jupp, 2006,).

The designed questionnaire involved four sections as follows:

(1) **The first section**: A cover letter to explain the purpose of the survey, contact information, and general directions.

(2) **The second section**: Asking hotel security staff to what extent they are aware of security concept and its practices in the hotel operations.

(3) **The third section**: List of the 15 SSPs that are applicable in the hotel operations, to be assessed based on their actual equipment usage ,levels form, by using two 5-points Likert scale. Respondents were asked to rate each SSPs in terms of both the level of awareness and actual usage.

(4) **The forth section**: This section is related to understanding the respondents' perception about the SSPs practical plans implementation using 5-points Likert scale (1=Strongly Disagree 2=Disagree 3= Natural 4=Agree 5= Strongly Agree).

Phase 2: Questionnaire distribution
 - **Determining the population and sampling**

While planning a study, it was important for the researcher to decide whether to investigate the total population or only a part of the population, in other words, deciding on a sample that represents the target population.

The target population
The target population of the current study was the security hotel staff working in the Egyptian hotels in Alexandria. Random sampling was chosen as the most appropriate sampling technique to achieve the study objectives .Table two, shows the total number of hotels in these three stated areas according to the Egyptian Hotel Association (EHA).

Table 2: The total number of hotels in Alexandria city :
Source:(EHA,2016)

No	Hotel Name
1	Adham Compound
2	AIFFU Horizon Hotel
3	Amoun Hotel
4	Delta Hotel
5	Desert Home
6	Kaoud Sporting Hotel
7	Lagoon Hotel
8	San Giovani Hotel

The sampling
The sample size selected to be 54 security employees related to 8 hotels in Alexandria
The questionnaire distributing procedures
In the hospitality industry, the most commonly used tool of data collection is the survey or questionnaire (Sapsford and Jupp, 2006). Questionnaires are useful tools for investigating

trends and measuring factors such as opinions. They are frequently used with success in management, marketing and consumer research. Questionnaires are extremely important as a measurement tool in applied social research (Saunders et al., 2009).

A total of 54 questionnaires were distributed to the staff of the sampled hotels (8 hotels). From the sample, 50 questionnaires were returned, with a response rate of 92.5 %. Thus, the valid questionnaires for analysis were 50 cases.

Phase 3: Data analysis

The data was entered into SPSS (version 22) data sheet and then all analyses were performed. The following statistical tests were used to achieve the current study objectives:

A. Analysis of scores mean (descriptive statistics), which was used to achieve the following tasks:
    1. Evaluating the awareness level of the stated SSPs in the hotel sample.
    2. Evaluating the actual plans and usage levels of the SSPs in hotels in Alexandria
B. Paired sample T- test , which was used to examine whether there are similarities or gaps between the awareness and actual usage level of each SSP.
C. Frequencies percentage analysis, which was used to describe to what extent hotels' managers are implementing SSPs practical plans in hotel operations.

Results and Discussion

The main findings

A total of 54 questionnaires were distributed to the sampled hotels (8 hotels). From the sample, 50 questionnaires were returned. Figure 1 shows the response rate which is 92.5 %.

Respondent profile

Table (3): Respondents' characteristics.

Respondent variables		Frequency	Percent
Gender	Male	50	100.0
	Female	0	0
	Total	50	100.0
Age	Under 30 years old	20	40.0
	30-40	16	32.0
	40-50	11	22.0
	Over 50 years old	3	6.0
Education level	High school	15	30.0
	Bachelor degree	35	70.0
	Total	50	100.0
Monthly income	less than 1200 LE	13	26.0
	1200-2000 LE	37	74.0
	Total	50	100.0
Sports	Football	50	100.0
Languages	Arabic	50	100.0
	English	24	48.0
Computer skills	Internet	50	100.0

From the previous table, it is apparent that most of questionnaire respondents were all males. This might because that most females in the Egyptian hotels fear working in security department . Most of security officers about 40 % are adults and their age level is below 30 years old which is a good indication to work conditions. It is also clear that 70% of them have a bachelor

degree and nearly half of them (48%) practice the English language when contacting the foreign guests which is a negative point and must be overcome. All of them recorded that they are excellent in some computer skills such as internet browsing regardless of other hotels applications such as Opera or point of sale - Micro.

Identifying the awareness level of the SSPs in the hotel cases
Table(3) indicates the importance mean scores, as assessed by the hotel respondents.

Table(4): Identifying the SSPS awareness level

	SSPs Awareness	Mean	Std. Error	Std. Deviation
P1	You are aware of Security Hotel Concept	3.92	.114	.804
P2	You are aware of safety and security procedures in front office and housekeeping departments	3.14	.225	1.591
P3	You are aware of safety and security procedures in food production area and restaurants	2.46	.196	1.388
P4	You are aware of safety and security procedures in steward and storage areas	2.70	.229	1.619
P5	You are aware of safety and security procedures in car parking areas	2.58	.167	1.180
P6	You are aware of safety and security procedures in handling bomb threats	1.70	.129	.909
P7	You are aware of safety and	1.90	.205	1.446

	security procedures in dealing with guest death			
P8	You are aware of safety and security procedures in Emergencies(earth - quakes/electricity blackout)	1.82	.197	1.395
P9	You are aware of safety and security procedures in dealing with un wanted guests	3.66	.161	1.136
P10	You are aware of safety and security procedures of OSHA regulation	1.50	.146	1.035
Summary Item Means				

The hotel security staff was asked to rate their agreement with 10 security and safety procedures as highlighted in table 4 (P1:P10). Table (4) shows that the overall mean of awareness level is 2.538 which is near to choice 3, which mean that their awareness level is still in its early stages .Specifically, the SSPs awareness degrees of agreement are highlighted in the following table.

Table(5): SSPS awareness level frequencies

SSPs Awareness		Frequencies/ Percent				
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
P1	You are aware of Security Hotel Concept	2 / 4	1 /2	3/6	37/74	37/14
P2	You are aware of safety and security	15/30	3/6	3/6	18/36	11/22

	procedures in front office and housekeeping departments					
P3	You are aware of safety and security procedures in food production area and restaurants	20/40	5/10	10/20	12/24	3/6
P4	You are aware of safety and security procedures in steward and storage areas	22/44	2/4	1/2	19/38	6/12
P5	You are aware of safety and security procedures in car parking areas	12/24	11/22	15/30	10/20	2/4
P6	You are aware of safety and security procedures in handling bomb threats	30/60	5/10	15/30	0	0
P7	You are aware of safety and security procedures in dealing with	32/64	7/14	1/2	4/8	6/12

	guest death					
P8	You are aware of safety and security procedures in Emergencies(earth - quakes/electricity blackout)	35/70	3/6	2/4	6/12	4/8
P9	You are aware of safety and security procedures in dealing with un wanted guests	5/10	2/4	7/14	27/54	9/18
P10	You are aware of safety and security procedures of OSHA regulation	40/80	0	5/10	5/10	0

From the above table (Table 4) , the highest mean (3.92) was devoted to the practice of "You are aware of Security Hotel Concept" survey item as it shown in the following figure.

The next highest mean was for the practice of " You are aware of safety and security procedures in dealing with unwanted guests", (3.66) which is near the 4 Likert choice. It referred that the respondent is agreed with this procedure as shown in Figure 3.

As with the case of the lowest mean value was devoted to P10 which is ' You are aware of safety and security procedures of OSHA regulation'. Most respondents strongly disagree with

this practice as the percent is 80%. However, only 10% of respondents agreed with this practice.

3.1 Evaluating the actual usage levels of the SSPs in hotels

The possible range of actual usage started from 1.0 to 5.0, with 1.0 indicating rarely used, and 5.0 indicating extensively used. Table 4 indicates actual usage mean score, as assessed by hotels security staff.

Table (6) : Evaluating the actual usage levels of the SSPs in Hotels

	SSPs usage levels	Actual usage mean	Std. Error	Std. Deviation
P1	Usage of CCTV Cameras	3.44	0.15	1.05
P2	Usage of Feliometers sensors	1.00	0.000	0.000
P3	Usage of Hand Held Metal Detector	1.66	.168	1.189
P4	Usage of Stand a Lone Walk Through in Metal Drugs and Explosive Detectors	4.10	.043	.303
P5	Usage of Computers with Disease Program	1.00	0.000	0.000
P6	Usage of Wireless Phones	1.30	.129	.909
P7	Usage of Fire Extinguishers	4.06	.034	.240
P8	Usage of Guns	1.00	0.000	0.000
P9	Usage of 1st Aid Kits	2.18	.195	1.380
P10	Usage of Luggage X .Ray Unit	1.00	0.000	0.000
P11	Usage of Explosive Detector Unit with Protected Clothes	1.00	0.000	0.000
P12	Car Parking Sensors	1.00	0.000	0.000

	Connected to Police Station			
P13	Usage of G.I.S Technology	1.00	0.000	0.000
P14	Usage of Finger/ Hand Screen	2.20	.210	1.485
P15	Usage of Emergency lift Phones	1.00	0.000	0.000
Summary Item Means		2.706		

The hotel security staff was asked to rate their agreement with 15 security and safety procedures usage level as highlighted in table 6 (P1:P15). Table 6 shows that the overall mean of usage level is 2.706 which is near to choice 3, which means that their usage level is not the optimum.

Specifically, the SSPs usage levels of agreement are highlighted in the following table.

Table (7) : Frequencies of the actual usage levels of the SSPs in Hotels

	SSPs usage levels	Frequencies/ Percent				
		Strongly Disagree	Disagree	Natural	Agree	Strongly
P1	Usage of CCTV Cameras	5	3	10	29	3
P2	Usage of Feliometer Sensors	50	0	0	0	0
P3	Usage of Hand Held Metal Detector	36	4	2	7	1
P4	Usage of Stand a Lone Walk Through in Metal Drugs and Explosive Detectors	0	0	0	45	5
P5	Usage of Computers with Disease Program	50	0	0	0	0
P6	Usage of Wireless Phones	45	0	0	5	0

P7	Usage of Fire Extinguishers		47			3
P8	Usage of Guns	50				
P9	Usage of 1st Aid Kits	27	1	10	10	2
P10	Usage of Luggage X .Ray Unit	50	0	0	0	0
P11	Usage of Explosive Detector Unit with Protected Clothes	50	0	0	0	0
P12	Car Parking Sensors Connected to Police Station	50	0	0	0	0
P13	Usage of G.I.S Technology	50	0	0	0	0
P14	Usage of Finger/ Hand Screen	30	0		20	0
P15	Usage of Emergency lift Phones	50	0	0	0	0

From the above table, the highest mean (3.92) was devoted to the practice of 'Usage of Stand a Lone Walk Through in Metal Drugs and Explosive Detectors' survey item as it shown in the following figure.

As with the case of the lowest mean value was devoted to (P5,10,11,12,13and 15). Take for example P15 which is ' usage of emergency lift phones '. Most respondents strongly disagree with this practice as the percent is 100%.Describing to what extent hotel respondents are implementing practical plans related to SSPs in the hotel operation.

The last part of the study questionnaire was devoted to get the respondent perception regarding the existence of SSPs practical plans and its availability in the hotel operation. Table (8) shows the descriptive statistics related to this issue.

Table (8): Identifying the SSPS practical plans availability

	Minimum	Maximum	Mean		Std. Deviation
			Statistic	Std. Error	
Existence of Co – Operation plan between Hotel Management and Private Security Company	1	4	3.76	.116	.822
Existence of Co – Operation plan between Hotel Management and State Police Authority	1	4	3.40	.171	1.212
Existence plan of Hotel Disaster Committee	1	1	1.00	0.000	0.000
Existence plan of Employees Suggestion Box	1	1	1.00	0.000	0.000
Existence Plan Dealing with Crimes Against (guest violence ,sexual harassment ,guest hostage ,bomb threats, counterfeit credit cards	1	1	1.00	0.000	0.000

,gambling)					
Existence Plan Dealing with Crimes of guests (robbery, false reports ,guest not paying accommodation)	1	2	1.22	.059	.418
Existence plan dealing with Hotel Vans and Limousine	1	2	1.60	.070	.495
Existence plan dealing with hotel documents	1	2	1.60	.070	.495
Existence plan dealing with conducting Hotel Security training programs	1	2	1.60	.070	.495
Existence plan dealing with evacuation procedures	1	4	2.62	.164	1.159
Summary items mean	2.257				

From the previous table, it could be concluded that only two survey items : the existence of co –operation plan between hotel management and private security company and hotel management and state police authority have been get the highest mean values 3.8 and 3.4 respectively. This result is near from the scale choice 4 which refers the respondents agree with these items.

The following figure shows that 92% of respondent agreed with the availability of co –operation plan between hotel

management and private security company as it appears in the following figure. Surprisingly, the lowest mean values of: Existence plan of Hotel Disaster Committee; Existence plan of Employees Suggestion Box; Existence Plan Dealing with Crimes Against were recorded 0.00 score of standard deviation. This confirmed that there is no differences among respondents related to these previously variables.

On the other hand, the hotel staff recorded the lowest mean values for these plans: hotel disaster committee ;employees suggestion box; plan dealing with crimes against (guest violence ,sexual harassment ,guest hostage ,bomb threats, counterfeit credit cards ,gambling); plan dealing with crimes of guests (robbery, false reports ,guest not paying accommodation); hotel vans and limousine; hotel documents; hotel security training programs; evacuation procedures.

Figure 8 shows an example of the lowest mean value (1.0) related to the availability of (Existence plan of Hotel Disaster Committee). It shows that all of them strongly disagreed with the availability of the hotel disaster committee plan.

Correlation between the research main factors

In this section, Person test (Table 9) was performed to check for the correlation between study main factors. Using SPSS transformation factor to compute a general means for the three main factors of: SSPs awareness; SSPs practical plans availability; SSPs usage guided for doing the correlation test correctly.

Table (9): Correlations between research factors

			Correlations
	Total_Awareness	Total_palns_Availability	Total_usage

Total Awareness	Pearson Correlation	1	.047	.964**
	Sig. (2-tailed)		.744	.000
	N	50	50	50
Total_palns_ Availability	Pearson Correlation	.047	1	-.059
	Sig. (2-tailed)	.744		.683
	N	50	50	50
Total_usage	Pearson Correlation	.964**	-.059	1
	Sig. (2-tailed)	.000	.683	
	N	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).				

It was found that there is high correlation value (0.96) between SSPs awareness variables and SSPs usage variables. Interestingly, this relationship is much more significant (0.000). However, Person test showed a converse relationship between SSPs plans availability variables and SSPs usage variables (-0.1).

Testing the research hypotheses

Since the data is distributed in anon normality distribution due to small sample cases, it is not recommended to test the effects using ANOVA test. Therefore, one of the most popular non-parametric tests was performed to test for hypotheses. Kruskal-Wallis test (Table 10) was performed using the research three factors (SSPS awareness, usage, and practical plans availability). To adjust the Kruskal-Wallis test, the grouping factor of (education level) was selected as shown in the following table.

Table(10): Kruskal-Wallis test

Ranks

	Education_ level	N	Mean Rank
Total_Awareness	High school	15	8.00
	Bachelor dgree	35	33.00
	Total	50	
Total_palns_Availability	High school	15	13.87
	Bachelor dgree	35	30.49
	Total	50	
Total_usage	High school	15	8.70
	Bachelor dgree	35	32.70
	Total	50	

Test Statisticsa,b			
	Total_Awar eness	Total_palns _Availabilit y	Total_usage
Chi-Square	30.979	14.345	28.952
df	1	1	1
Asymp. Sig.	.000	.000	.000
a. Kruskal Wallis Test			
b. Grouping Variable: Education_ level			

Regarding to the first hypothesis of: H1: The level of hotel staff awareness to SSPs is not affecting the SSPs usage.

The Chi-Square significance level (Table 10) was significant. This means that there is correlation and direct effect of SSPs awareness level and SSPs usage. Thus, the null hypothesis is refuted and the alternative hypothesis is accepted.

Likewise, the second hypothesis of H2: The availability of SSPs practical plans is not affecting the SSPs usage was refuted because Chi-Square significance level was significant. This means that there is correlation and direct effect of SSPs practical plans availability and SSPs usage.

The Results :

- Poor cooperation between the hotel management and the security
     personnel of private security companies
- Poor cooperation between the hotel security personnel and the
     tourist and antiquities police
- The majority of security employees are males
- Poor of speaking English languages for Security employees in hotels
- Lack of knowledge for security employees in using hotel computer programs   such as Opera for rooms and Micro for Food and Beverages
- Absence of up to date equipment and devices like special sensors to report any suspicious movements above or below the surface of the earth
   or computers related to thermal cameras to detect guest diseases
- Weak use of wireless communication devices, fire sensors in parking places,
     geographic information systems (GIS) for private protection
- Lack of mechanisms and plans to deal with various situations facing   the guests and management of the hotel in relation to various topics such   as sexual harassment , counterfeiting credit cards, thefts and hostage- taking and bomb threaten.
 - Failure to implement training programs to raise the efficiency of   security Hotel employees
- Lack awareness of special procedures of the OSHA in relation to

health and occupational safety

Recommendations :

- Establish effective communication channels between hotel management and employees of private security companies through periodic meetings to discuss various problems affecting the operation.

-Establish effective communication channels between the hotel management and police officers of tourism and archeology through periodic meetings to discuss various problems affecting the operation .

-Expand female Recruitment in security departments in all hotels.

-Conduct training courses for security employees in English language and computer skills regarding opera program for the rooms division and micro program for food and beverage division to help theft preventing.

-Expand the purchase of the latest equipment and security tools to protect hotel guests , staff and hotel assets, especially the GIS for securing the sites of the hotel.

-Adopt security plans through establishing a crisis and disaster units to deal with various critical situations faced by the guests, staff and management of the hotel, such as sexual harassment , various types of thefts, credit card fraud taking hostages and bomb threats.

-Holding several training courses in the field occupational safety in all sections of the hotel whether in the rooms sector , food and beverage sector and administrative sector

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