



The Impact of the Employee Behavior in Improving the Mental Image of Tourism Destination and Hospitality Services: An applied Study on Hurghada

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ABSTRACT

The aim of the present study is to examine the impact of employee behavior in improving the mental image of tourism destinations and hospitality services. It is an important topic that needs a convergence of views among academic lecturers and hospitality experts. The questionnaire is the method used to collect the required data. For this purpose, a sample of 30 five and four stars hotels, moreover 20 tourism companies in Hurghada was chosen to ask their guests to complete them. The research focuses on the destination of Hurghada because most of the guests visit. The field study accomplished through a survey by personal visits, phone calls, social media networks, and emails. The study was conducted from October 2019 to March 2020. 510 questionnaire forms were received only 425 completed forms were valid (83.3% response rate). The collected data were analyzed using SPSS version 20. The study concluded with a set of theoretical and practical conclusions that identified the response of the employee behavior and its importance in improving the mental image of tourism destination and hospitality services in the mind of guests.

Introduction

Tourism and the hospitality sector has become a strong channel for development, which could result in high multiple effects and encourage the development of other sectors in the economy (Srivastava, and Rai, 2013). The development of tourism and the hospitality industry relies greatly on some factors, in which the good preparation of the employees working on the various sectors of tourism and hospitality is needed (Ceylan et al., 2020).

It is very important to determine the image of the tourism destination and the hospitality services while making decisions for the strategic marketing of tourism destinations. It is assumed that it will result in a positive image of a destination, loyalty to tourism and hospitality services, and satisfaction felt by tourists towards these services. A positive destination and hospitality services image and satisfaction are the basis for tourist' visits all over again. If a destination provides accommodation for the faithful tourists who repeat periodically, it will provide employment opportunities and economic benefits to its citizens. It will also contribute to form a solid foundation in the long-term development of the region.

In a competitive market economy, employees' behavior is a fundamental point for building the image of an Organization (Kwizera et al., 2019), especially in the tourism sector and hospitality industry. Employees' behavior is crucial to customer satisfaction in the tourism and hospitality industry (Oni et al., 2016).

Positive Behavior refers to "an individual's positive psychological state of development. It has been described as having four features: take on and put in the necessary efforts to achieve at tasks making positive attribution about succeeding; determined toward goals and, when necessary, redirecting paths to goals in order to succeed; and when beset by problems, supporting and flexibility (Karatepe and Karadas, 2015).

In order to achieve competitively advantage tourism and hospitality industry organizations seek to attract and retain high-quality employees (Chan, 2010). From the employee standpoint, an interesting working environment is the main reason to enhance employee's motive, productivity and effect employees' behavior (Tews et al., 2017; Zani et al., 2017).

The present study is an attempt to investigate the impact of employees' positive and negative behaviors in improving the mental image of tourism destination and hospitality services.

Employee Behavior

Employees play a significant role in organizational success and competitiveness. Employee behavior varies from employee to employee with respect to their jobs, their careers, and their organizations (Lee, Moon & Song, 2018). The need by businesses to retain and attract the right talents and foster the right attitude that led to the measuring of employees' attitude provides a signal on how effective the organization is in promoting a favorable environment which breeds the right attitude among employees towards their Job and employer (Balta, 2018). Employees' behavior directly reflects service performance; moreover, employees' behavior is viewed as consistent for the customer to determine that the firm delivers excellent tourism and hospitality service. A comfortable, beautiful destination that delivers excellent service by courteous, well employees' behavior is likely to receive higher service quality ratings from customers. Employees' behavior typically has even strong effects. Employee behavior was the most influential factor in shaping customers' perceptions of their high- and low-preference tourism and hospitality brands. Guest assessment of employees' behavior and tourism and hospitality service performance

has a strong effect on satisfaction and customers' switching behavior (Renner and Holmes, 2018; Renner et al., 2019).

On the other hand, labor-intensive service brands can be only as strong as the customers' satisfaction with the people providing the service because customers' actual service experiences are most influential in establishing brand meaning. Servant leadership can positively affect the employees' behavior and the employees' behavior can improve employees' willingness to stay, sales increase, and service-oriented organizational citizenship behaviors, and lower the delayed attitude. Moreover, employees' behavior has full intermediary effect employees' intention to stay, service-oriented organizational citizenship behaviors, and lowering the delay attitude (Karatepe and Karadas, 2015; Bouzari and Karatepe, 2017).

The concept of employees' behavior to the tourism and hospitality management field and found that employees' behavior can promote employees to produce positive tourism and hospitality industry organizational behavior. Employees' behavior is related to all job attitudes and job performance; for example, employees will have higher job satisfaction, work happiness, organizational citizenship behavior, and work engagement (Paek et al., 2015; Gupta et al., 2017; Karatepe and Avci, 2017) when they have higher psychological capital.

Mental image

Mental image refers to perceptual experiences in the absence of sensory input, regarded as a "weak" model of perception (Pearson et al., 2015). Mental imagery is a core component of the 'prospective brain', a functional network permitting us to predict and plan for the future (Gursoy et al., 2018).

Mental Image is a strategic asset that will ensure the survival and continuity of business organizations, including tourism companies and hotels by influencing the fundamental public opinion about the different relevant aspects of the organization and factors related to its composition. The mental image is defined as tourists' or individuals' impressions and opinions that are composing and holding for something (Khatib, 2011). It reflects opinions adhered by tourists from the tourism companies or the surrounding environment with all its components. These opinions reversed in their knowledge and experience of direct and indirect interactions of the environment, which help them to live and accommodate to it. Image is developed in the customer's (tourists) mind through the effects of promotion, advertisement, public relations, word-of-mouth, and client's encounter with the products and services. (Mohajerani and Miremadi, 2012) described that image is the overall impact made in the minds of the public about something, they also stated that the image of the service organization is diverse, and therefore, each consumer has different kinds of expected impression, experiences and contacts with the organization, and that guides to a different image acceptance (Gursoy et al., 2018).

Renner et al., (2019) recommend that mental image can act as a motivational alarm for both planned enjoyable, routine activities and desire to tourism and hospitality services experiment. Compared with two conditions in which image was not explicitly encouraged, partners who had engaged in mental image simulation showed

a stronger increase on all scales evaluating motivational aspects of the scheduled activities (motivation, expected pleasure, and anticipated reward) from pre to post activity scheduling. Due to the benefits of the mental image, it is now integrated in many mental skills and experiments programs (Simonsmeier and Buecker, 2017).

The mental image includes three main types (Sakarneh, 2012): Firstly, self-image is a sense of self-organization and recognition for itself through its employees and their dealings with each other and with external publics. Secondly, the desired image means how the organization wants to appear to others. Finally, the perceived image is the perceptions of individuals and their opinions about the organization and its products that reverse their behavior and decisions. So the actions are a result of perceptions that may not be true sometimes. As described by (Rhaimi, 2015) in his article that mental imagery formed of three components: 1. the cognitive component is an individual. 2. The affective component is about the attitudes, feelings, and emotions about a specific topic according to joy, sadness, and anger. 3. The behavioral component is the personality of an individual when it reflects the various concerns of his/her life to satisfy needs and desires.

Thus, mental image is one of the most critical elements which build the public's acceptance and preference for competitors and attract them to deal with it through a sense of ethical, emotional, and social responsibility. The image also captures the attention to organization products/services creates the right dealing with the environment, and advance working conditions, clarity of vision, and builds a successful leadership (Rhaimi, 2015)

Destination Image

Destination image is characterized as an individual's mental representation of knowledge (beliefs), feelings, and overall perception of a particular destination. Destination image plays two critical roles in behaviors: To control the destination choice decision-making process and to condition the after-decision-making behaviors, including participation (on-site experience), evaluation (satisfaction), and future behavioral intentions (intention to revisit); the destination image which is a united approach as an "interactive system of the thoughts, ideas, sensations, dreams, and intentions (Chang et al., 2015; Gursoy et al., 2018). Briefly, destination image can be defined as a form of tourists' beliefs, views, and impressions about a place. The attraction of a touristy destination importantly depends on the natural sources and climate conditions of its geographical location. These environmental elements perceived by tourists, help an image come about in their heads. From the tourists' point of view, the image delivered is the fundamental factor in the final decision (Ceylan and Çizel, 2018; Ceylan et al., 2020).

The study inquiry

How does Employee behavior affect improving the tourism destination and hospitality services mental image?

The study hypotheses

H 1: There is a significant difference between the variables of the study regarding the impact of the employee behaviour in improving the mental image of the guest about the tourism destination and hospitality services. As shown in tables (9-10).

H2: There are significant relationships between the variables of the study (the employee behavior and the mental image of the tourism destination and hospitality services. As shown in table (11).

Materials and Methodology

Questionnaires provide an efficient way of collecting a large amount of data from a sizable population of tourists in Hurghada in a highly economical way. The questionnaire consists of four sections: The first section discusses the factors of choosing Hurghada as a tourism destination. The Second section examines the Factors affecting mental image of the tourism destination and hospitality services. The third section explains the relationship between mental image and employee behavior. The fourth section reviews the mental image of the guest about tourism and hospitality services in hurghada.

Pilot study was conducted in this study during November 2020. The aim of the pilot study was to find out how the employee behavior affects improving the mental image of tourism destination and hospitality services from the guest point of view. Moreover, to ensure that the survey was well designed and easily understood by potential respondents, to examine the reliability and validity of the research tools as well as to develop and refine measure of the questions. Questionnaire was reviewed by some academic scholars to establish their appropriateness, clarity and to ease the understanding. Some alterations were suggested and then were implemented. Questionnaire was then pre-tested in order to investigate the respondent's understanding of scale items and to identify also any issues that was complex or confusing in order to develop appropriate scale items to ensure the validity and reliability of the research. For this purpose, a questionnaire was distributed to a sample of 30 five and four stars hotels, moreover 20 tourism companies in Hurghada to the respondents 'guests in who were asked to complete them. The research focuses on the destination of Hurghada because most of the guests visit. The field study accomplished through survey by personal visits, phone calls, social media networks, and emails. The target population for this study was the guests. The study was conducted from October 2019 to March 2020. 510 questionnaire forms were received only 425 completed forms were valid (83.3% response rate). The collected data were analysed using SPSS version 20.

Study instrument reliability

For all scales, Cronbach's Alpha, the correlation coefficient was calculated to regulate the internal consistency of the scale; the Reliability coefficient is over 0.7 it is considered acceptable in most social science situations. The Cronbach's Alpha reliability was computed, and the tests showed that the reliability coefficients for all the instruments were above 0.95; it is considered "strongly acceptable" which

indicates that the instrument was reliable for being used. Cronbach alpha for all survey instruments was shown in the following table: 2.

Table 2
Reliability Statistics (No. 425)

	Cronbach's Alpha	No. of Items
Total factors	.995	58
Factors of Choosing Hurghada	.951	9
Factors affecting mental image	.959	15
Mental image and employee' behavior	.973	22
The mental image of the guest about tourism and hospitality services in Hurghada	.962	12

Results and Discussion

Demographic data

The distribution of the respondents according to demographic data (n = 425) indicated that regarding the gender most of the respondents were women; the percentage of respondents was 63.3%; it was found that most of the respondents age 40.0 % from 31– 40 years old. This indicated that most of the respondents' segments are mature. Regarding the Education, most of the respondents 54.1% were University or college, this indicated that most of the respondents' segments are well educated. In accordance with Nationality, most of the respondents were Foreign by the percentage of 73.6 %. The results are presented in table 3.

Table 3
Respondents' profile analysis

Demographic data	Freq.	%
Gender		
Male	156	36.7
Female	269	63.3
Total	425	100.0
Age		
Less than 21 years old	40	9.4
21–30	139	32.7
31– 40	170	40.0
Over 40 years old	76	17.9
Total	425	100.0
Education		
Junior high school or below	40	9.4
High school	139	32.7
University or college	230	54.1
Graduate school	16	3.8
Total	425	100.0
Nationality		
Hurghadaian	112	26.4
Foreign	313	73.6
Total	425	100.0

**According to Part 1: Factors of Choosing Hurghada
The choices that most truthfully tells how the respondents feel about those statements**

Respondents feeling about those statements: Tables (4-8) Clarify whether the respondents from strongly disagree (1) to strongly agree (5) using a 1-5 Likert scale. List the mean scores of the respondents' opinion regarding evaluating the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services, the results showed that:

A. Concerning the respondents 'opinion toward the first dimension: teaching aids in higher education the results showed that:

Reputation and advice from others are the first efficiency average by a percentage of (79.06%), with a mean (4.95) and Std (0.21). This indicated that the importance of reputation and the power of the brand and the importance of word of mouth. Regarding 2nd agree position were the safety, hygiene, and security. By a percentage of (78.68 %) with a mean (4.93) and Std (0.24). this indicated that safety, hygiene, and security are important and need more care. In the 3rd position was employee' behavior by a percentage of (78.30 %) as agree average, with a mean (4.91) and Std (0.27). this indicated the importance of employee' behavior. Concerning the 4th level agrees average was (78.12%) regarding agree with that Ease of arrival. With mean (4.90) and Std (0.29). In the 5th position was that quality of service, by a percentage of (77.36 %) as agree average, with a mean (4.86) and Std (0.33). In accordance with the 6th acceptance average level was that diversity in the services provided. With (76.80 %) average, mean (4.84) and Std (0.36). In the 7th position was that reasonable price, by a percentage of (76.62 %) as agree average, with a mean (4.83) and Std (0.37). Employees' behavior was the 8th priority to the respondents with agree average level (75.10 %), mean was (4.75), and Std (0.43). Finally in the 9th importance with (76.04 %) as an acceptance average by Provide specialization, with a mean (4.80) and Std (0.39).

This indicated that the importance of reputation and advice from others; safety, hygiene, and security; Employee' behavior; ease of arrival; quality of service; diversity in the services provided; reasonable prices; Employees' behavior; provide specialization. This shows that the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services. This agreed with (Holmes *et al.*, 2016; Ji *et al.*, 2016; Renner and Holmes, 2018).

Table 4

The respondents' feeling about those statements: Part 1: Factors of Choosing Hurghada

No.	Scale Item	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
		%	%	%	%	%				
1.	Reputation and advice from others	0	0	4.7	95.3	0	4.953	0.212	79.06	1
2.	Provide specialization	0	0	19.8	80.2	0	4.802	0.399	76.04	9
3.	Ease of arrival	0	0	9.4	90.6	0	4.906	0.292	78.12	4
4.	Employees' behavior	0	0	24.5	75.5	0	4.755	0.430	75.10	8
5.	Employee' behavior	0	0	8.5	91.5	0	4.915	0.279	78.30	3
6.	Diversity in the services provided	0	0	16.0	84.0	0	4.840	0.367	76.80	6
7.	Reasonable prices	0	0	16.9	83.1	0	4.831	0.376	76.62	7
8.	Quality of service	0	0	13.2	86.8	0	4.868	0.339	77.36	5
9.	Safety, hygiene, and security	0	0	6.6	93.4	0	4.934	0.248	78.68	2

B. Concerning Part 2: Factors affecting mental image the result showed that:

In the 1st position is that psychological characteristics, by a percentage of (86.60%) as agree weighted average, with a mean (4.84) and Std (0.36). Regarding the 2nd agree average was the employees' performance by a percentage of (79.44 %) with a mean (4.97) and Std (0.16). In the 3rd position was tourist awareness by a percentage of (78.68%) as efficiency average, with a mean (4.93) and Std (0.28). Concerning the 4th level agrees average was (78.12%) regarding agree with that Motivation. With mean (4.90) and Std (0.29). In accordance with the 5th acceptance average level was that employee's behavior. With (77.74%) average, mean (4.88) and Std (0.31).

Moreover, Social characteristics regarding the 6th priority to the respondents with agree average weigh level (77.56 %), mean was (4.87), and Std (0.32). In accordance to the 7th acceptance average level was Taste with (77.36%) average, mean (4.86) and Std (0.33). In the 8th position was that quality of service, by a percentage of (75.72%) as agree average, with a mean (4.78) and Std (0.41). Concerning the 9th agreed level were both of that Distance, and Education level by average (75.58%), with Std (4.77) and mean (0.41). In the 10th position were that both of Inclusiveness and Economic characteristics by a percentage of (75.10 %) as agree average, with a mean (4.75) and Std (0.43). Regarding the 11th importance with (73.92%) as an acceptance average Commercial characteristic. with a mean (4.69) and Std (0.46). Finally, concerning the

12th agreed level was that tourism marketing by average (50.94%), with Std (0.72) and mean (4.03).

These indicate that factors affecting mental image are: psychological characteristics; employees' performance; tourist awareness; Motivation; employees behavior; Social characteristics; Taste; quality of service; Distance, and Education level; Inclusiveness and Economic characteristics; Commercial characteristics; tourism marketing. This agreed with (Pearson *et al.*, 2015; Renner and Holmes, 2018).

Table 5

The respondents' feeling about those statements: The second dimension: Part 2: Factors affecting mental image

No.	Scale Item	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
		%	%	%	%	%				
1.	Commercial characteristics	0	0	30.4	69.6	0	4.697	0.460	73.92	11
2.	Economic characteristics	0	0	24.5	75.5	0	4.755	0.430	75.10	10*
3.	Social characteristics	0	0	12.2	87.8	0	4.878	0.328	77.56	6
4.	Psychological characteristics	0	0	16.0	84.0	0	4.840	0.367	86.60	1
5.	Tourism Marketing	0	24.5	47.3	28.2	0	4.038	0.726	50.94	12
6.	Tourist awareness	0	0	6.6	93.4	0	4.934	0.248	78.68	3
7.	Motivation	0	0	9.4	90.6	0	4.906	0.292	78.12	4
8.	Education level	0	0	22.1	77.9	0	4.779	0.416	75.58	9*
9.	Taste	0	0	13.2	86.8	0	4.868	0.339	77.36	7
10	Employees behavior	0	0	11.3	88.7	0	4.887	0.317	77.74	5
11	Inclusiveness	0	0	24.5	75.5	0	4.755	0.430	75.10	10*
12	Quality of service	0	0	21.4	78.6	0	4.786	0.411	75.72	8
13	Distance	0	0	22.1	77.9	0	4.779	0.416	75.58	9*
14	Tourist services	0	0	4.7	95.3	0	4.953	0.212	79.06	3
15	Employees performance	0	0	2.8	97.2	0	4.972	0.166	79.44	2

C. Concerning Part 3: Mental image and employee behavior the results showed that:

Regarding the 1st priority to the respondents was employee behavior is one of the elements on which the guest makes up my expectations when planning the journey. With agree average weigh level (79.44%), the mean was (4.97) and Std (0.16).

Followed in the 2nd agreed level with (79.06%) as an acceptance average by before travelling to a particular tourism destination, he expects that the employee behavior towards him will be ideal. with a mean (4.95) and Std (0.21). Concerning the 3rd agreed level was that the guest expects that the employee attitude – behavior towards him, will be at the same level as he wishes by average (78.50 %), with Std (0.26) and mean (4.92). In the 4th position was the guest expects that the employee behavior will be in a friendly and a professional way. By a percentage of (78.12 %) as agree average, with a mean (4.90) and Std (0.29). In the 5th positionalities is that the guest imagines the pleasure associated with employee' behavior, by a percentage of (77.36 %) as agree average, with a mean (4.86) and Std (0.33).

Moreover, regarding 6th agree to both of that when trying a new hospitality employee' behavior, the guest imagine himself enjoying it perfectly, and expect that he will be satisfied, by a percentage of (76.62 %) with a mean (4.83) and Std (0.37). In the 7th position was that the guest image himself to be focused and satisfy with employee behavior, by a percentage of (76.24 %) as agree average, with a mean (4.81) and Std (0.39). The guest image himself being interviewed employee behavior was in the 8th priority to the respondents with agree average level (75.10%), mean was (4.75), and Std (0.43). Followed in the 9th importance with (74.64 %) as an acceptance average by the guest draw an image in his mind for the employee behavior and its effects at every part in the journey, with a mean (4.73) and Std (0.44). Concerning the 10th agree level was the guest imagines himself appearing satisfaction in front of employee' behavior, by average (74.16 %), with Std (0.45) and mean (4.70).

Furthermore, in accordance with the 11th acceptance, average level was the guest expects that he can treat with any unsatisfactory treatment due to the employee behavior. With (73.70%) average, mean (4.68) and Std (0.46). Concerning the 12th level agrees average was (72.98 %) regarding agree with that the guest can mentally make corrections about employee behavior. with a mean (4.64) and Std (0.47). The guest imagines himself successfully following employee behavior. Achieved the 13th level by average acceptance (72.28 %) with a mean (4.61) and Std (0.48). Regarding the 14th agree level was, when imaging a particular employee behavior, the guest consistently perform it perfectly in his mind, by average acceptance (71.82 %) with a mean (4.591) and Std (0.45). The guest imagines the emotions that he feels while treating Hurghadaian employee' behavior. Regarding the 15th priority to the respondents with agree average weigh level (70.34%), mean was (4.51) and Std (0.71).

Also, Concerning the 16th agree level was when guest expects that the employee behavior is unsatisfied. He feels himself getting worried up, by average (68.20 %), with Std (0.76) and mean (4.40). In accordance with the 17th acceptance, average level was that the guest can consistently control my expectations towards the image of employee behavior in his mind. With (64.72%) average, mean (4.23) and Std (0.74). Concerning the 18th level agrees average was (63.42 %) regarding agree with that the guest prepared himself to treat with the stress and anxiety associated with his trip, with a mean (4.17) and Std (0.82). The guest image himself continuing with his leisure/event, even when employee' behavior performing against. Achieved the 19th

level by average acceptance (62.74%) with a mean (4.13) and Std (0.81). Concerning the 20th agreed level was that in case of the guest expectations about the employee behavior was unsatisfactory; he plan in his mind other alternatives, by average (60.80 %), with Std (0.88) and mean (4.04). Regarding the last position, when the guest images himself participating in employee' behavior, he feels anxious achieved the 21st level by average acceptance (60.24%) with a mean (4.01) and Std (0.75).

Regarding mental image and employee' behavior the results showed that: regarding the most priorities to the respondents were: employee behavior is one of the elements on which the guest makes up my expectations when planning the journey; before travelling to a particular tourism destination, he expects that the employee behavior towards him will be ideal; the guest expects that the employee attitude – behavior towards him, will be at the same level as he wish ; guest expects that the employee behavior will be in a friendly and a professional way; the guest imagine the pleasure associated with employee' behavior; when trying a new hospitality employee' behavior, the guest imagine himself enjoying it perfectly, and expect that he will be satisfied; the guest image himself to be focused and satisfy with employee behavior; the guest image himself being interviewed employee behavior; the guest draw an image in his mind for the employee behavior and its effects at every part in the journey; the guest imagines himself appearing satisfaction in front of employee' behavior;

Moreover, the guest expects that he can treat with any unsatisfactory treatment due to the employee behavior; the guest can mentally make corrections about employee behavior; The guest imagines himself successfully following employee behavior; when imaging a particular employee behavior, the guest consistently performs it perfectly in his mind; the guest imagines the emotions he feels while treating Hurghadaian employee' behavior; when guest expects that the employee behavior is unsatisfied. He feels himself getting worried up.

the guest can consistently control his expectations towards the image of employee behavior in his mind; the guest prepared himself to treat with the stress and anxiety associated with his trip; The guest image himself continuing with his leisure/event, even when employee' behavior performing against; in case of the guest expectations about the employee behavior was unsatisfactory; he plan in his mind other alternatives; Regarding the last position, when the guest images himself participating in employee' behavior, he feel anxious.

These indicate that the importance of mental image and employee' behavior and the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services. This agreed with Mathews, *et al.*, 2013; Nanay, 2017; Simonsmeier and Buecker, 2017; Nanay, 2018; Renner *et al.*, 2019.

Table 6

The respondents' feeling about those statements: Part 3: Mental image and employee behavior

No.	Scale Item	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
		%	%	%	%	%				
1.	Employee Behavior is one of the elements on which I make up my expectations when planning the journey.	0	0	2.8	97.2	0	4.972	0.166	79.44	1
2.	I can consistently control my expectations towards the image of employee' behavior in my mind.	0	18.8	38.8	42.4	0	4.235	0.747	64.72	17
3.	I imagine the emotions I feel while treating Hurghadaian employee' behavior.	0	13.2	21.9	64.9	0	4.518	0.717	70.34	15
4.	In case of my expectations about the employee behavior was unsatisfactory; I plan in my mind other alternatives.	0	37.4	21.2	41.4	0	4.040	0.888	60.80	20
5.	I imagine myself appearing satisfaction in front of employee' behavior.	0	0	29.2	70.8	0	4.708	0.455	74.16	10
6.	I expect that the employee behavior will be in a friendly and a professional way.	0	0	9.4	90.6	0	4.906	0.292	78.12	4
7.	I draw an image in my mind for the employee behavior and its effects at every part in the journey.	0	0	26.8	73.2	0	4.732	0.444	74.64	9
8.	I expect that I can treat with any unsatisfactory treatment due to the employee behavior.	0	0	31.5	68.5	0	4.685	0.465	73.70	11
9.	When imaging a particular employee' behavior, I consistently perform it perfectly in my mind.	0	0	40.9	59.1	0	4.591	0.492	71.82	14
10.	I expect that I will be satisfied	0	0	16.9	83.1	0	4.831	0.376	76.62	6*

No.	Scale Item	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
		%	%	%	%	%				
11.	I prepared to treat with the stress and anxiety associated with my trip.	0	26.8	28.9	44.2	0	4.174	0.826	63.42	18
12.	I image continuing with my leisure/event, even when employee' behavior performing against.	0	26.8	32.7	40.5	0	4.137	0.810	62.74	19
13.	When I expect that the employee behavior is unsatisfied. I feel myself getting worried up.	0	16.9	25.2	57.9	0	4.409	0.763	68.20	16
14.	I can mentally make corrections about employee' behavior.	0	0	35.1	64.9	0	4.649	0.478	72.98	12
15.	I expect that the employee attitude – behavior towards me, will be at the same level as I wish	0	0	7.5	92.5	0	4.925	0.264	78.50	3
16.	Before travelling to a particular tourism destination, I expect that the employee behavior towards me will be ideal.	0	0	4.7	95.3	0	4.953	0.212	79.06	2
17.	When I image myself participating in employee' behavior, I feel anxious.	0	28.0	42.8	29.2	0	4.012	0.757	60.24	21
18.	I imagine the pleasure associated with employee' behavior.	0	0	13.2	86.8	0	4.868	0.339	77.36	5
19.	I image myself being interviewed employee' behavior.	0	0	24.5	75.5	0	4.755	0.430	75.10	8
20.	I image myself to be focused and satisfy with employee' behavior.	0	0	18.8	81.2	0	4.812	0.391	76.24	7
21.	When trying a new hospitality employee' behavior, I imagine myself enjoying it perfectly.	0	0	16.9	83.1	0	4.831	0.376	76.62	6*
22.	I imagine myself successfully following employee' behavior.	0	0	38.6	61.4	0	4.614	0.487	72.28	13

D. Concerning Part 4: The mental image of the guest about tourism and hospitality services in Hurghada the results showed that:

In the 1st position is that the guest has a good picture of tourism and hospitality services in Hurghada, by a percentage of (79.06 %) as agree weighted average, with a mean (4.95) and Std (0.21). Regarding the 2nd agree average was the guest believes that tourism and hospitality services in Hurghada have a good impression on their customers, by a percentage of (77.18%) with a mean (4.85) and Std (0.34). The 3rd position was that the guest feels comfortable and safe when dealing with tourism and hospitality services in Hurghada by a percentage of (76.24%) as efficiency average, with a mean (4.81) and Std (0.39). Concerning the 4th level agrees average was (75.10 %) regarding agreeing with that the guest feels belonging to the tourism and hospitality services in Hurghada for their excellent deal with me. With mean (4.75) and Std (0.43). In accordance with the 5th acceptance average level was upon hearing the name of Hurghada the guest remembers the positive aspects in the services provided. With (71.72%) average, mean (4.58) and Std (0.62).

Moreover, Tourism and hospitality workers in Hurghada provide a good picture of their organization coming in the 6th priority to the respondents with agree average weigh level (71.68%), mean was (4.89), and Std (0.30). In accordance to the 7th acceptance average level was the guest believes that tourism and hospitality services in Hurghada cover most areas of the city. With (71.04 %) average, mean (4.55) and Std (0.33). In the 8th position was that the guest believes that customer service in Hurghada responds to all customer requests, by a percentage of (70.72%) as agree average, with a mean (4.53) and Std (0.70). Concerning the 9th agreed level were the total information and news about tourism and hospitality services in Hurghada is positive, by average (69.00%), with Std (4.44) and mean (0.79). In the 10th position were that the guest believes that the tourism and hospitality offers in Hurghada correspond to the needs of all customers, by a percentage of (67.82 %) as agree average, with a mean (4.39) and Std (0.78). Regarding the 11th importance with (66.48%) as an acceptance average the guest think the image of tourism and hospitality in Hurghada is better compared to that of its competitors. with a mean (4.83) and Std (0.37). Regarding the last position, the guest believes that the tourism and hospitality services agencies in Hurghada are spread in most cities of the country achieved the 12th level by average acceptance (63.40%) with a mean (4.16) and Std (0.86).

Concerning the factors affecting the mental image of the guest about tourism and hospitality services in Hurghada, the results showed that: the guest has a good picture of tourism and hospitality services in Hurghada; the guest believes that tourism and hospitality services in Hurghada have a good impression on their customers; the guest feels comfortable and safe when dealing with tourism and hospitality services in Hurghada; the guest feels belonging to the tourism and hospitality services in Hurghada for their excellent deal with him; hearing the name of Hurghada the guest remember the positive aspects in the services provided; Tourism and hospitality workers in Hurghada provide a good picture of their organization; the guest believes that tourism and hospitality services in Hurghada

cover most areas of cities; customer service in Hurghada responds to all customer requests; the total information and news about tourism and hospitality services in Hurghada is positive; the guest believes that the tourism and hospitality offers in Hurghada correspond to the needs of all customers; Furthermore, the guest think the image of tourism and hospitality in Hurghada is better compared to that of its competitors; Regarding the last position, the guest believes that the tourism and hospitality services agencies in Hurghada are spread in most areas of the city.

These indicate that the importance of the mental image of the guest about tourism and hospitality services in Hurghada needs more care. This agreed with Gorka *et al.*, 2014; Renner *et al.*, 2017; Solbrig *et al.*, 2018 as shown in table 7.

Table 7

The respondents' feeling about those statements: The mental image of the guest about tourism and hospitality services in Hurghada

No.	Scale Item	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	Std. Deviation	Weighted Average (%)	Ranking over all
		%	%	%	%	%				
1.	I have a good image of tourism and hospitality services in Hurghada	0	0	4.7	95.3	0	4.953	0.212	79.06	1
2.	The total information and news about tourism and hospitality services in Hurghada is positive.	0	18.8	17.4	63.8	0	4.449	0.791	69.00	9
3.	I feel comfortable and safe when dealing with tourism and hospitality services in Hurghada.	0	0	18.8	81.2	0	4.812	0.391	76.24	3
4.	I feel belonging to the tourism and hospitality services in Hurghada for their excellent deal with me.	0	0	24.5	75.5	0	4.755	0.430	75.10	4
5.	I believe that tourism and hospitality services in Hurghada have a good impression on their customers.	0	0	14.1	85.9	0	4.859	0.349	77.18	2
6.	I believe that the tourism and hospitality offer in Hurghada correspond to the needs of all customers.	0	18.8	23.3	57.9	0	4.391	0.785	67.82	10
7.	I believe that the tourism and hospitality services agencies in Hurghada are spread in most cities of the country.	0	30.4	22.6	47.1	0	4.167	0.865	63.40	12
8.	I think the image of tourism and hospitality in Hurghada is better compared to that of its competitors.	0	0	0	83.1	0	4.831	0.376	66.48	11
9.	I believe that tourism and hospitality services in Hurghada cover most areas of cities.	0	9.4	25.6	64.9	0	4.555	0.660	71.04	7
10.	I believe that customer service in Hurghada responds to all customer requests.	0	12.2	21.6	66.1	0	4.539	0.703	70.72	8
11.	Tourism and hospitality workers in Hurghada provide a good picture of their organization.	0	0	0	89.6	0	4.897	0.305	71.68	6
12.	Upon hearing the name of Hurghada, I remember the positive aspects in the services provided	0	7.5	26.4	66.1	0	4.586	0.628	71.72	5

Regarding the main dimensions affecting the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services (N 425):

Results in the table (8) showed that the respondents are aware of the important factor evaluating the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services and ranking them as follows: the 1st ranking level is the Part 1: Factors of Choosing Hurghada with a mean (4.86) and Std. Deviation (.28). Moreover, the Part 2: Factors affecting mental image achieving the second position, with a Mean (4.78) and Std. Deviation (.31). In the 3rd ranking level is the Part 4: The mental image of the guest about tourism and hospitality services in Hurghada with a mean (4.64) and Std. Deviation (.48).; followed in the 4th level by the Part 3: Mental image and employee' behavior with a mean (4.60) and Std. Deviation (.43).

Table 8

Dimensions evaluating the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services (N 425).

Descriptive Statistics					
Code	Dimension	Mean		Std. Deviation	Rank
		Statistic	Std. Error		
Choosing av	Part 1: Factors of Choosing Hurghada	4.8672	.01374	.28332	1
Factor affecting av	Part 2: Factors affecting mental image	4.7884	.01514	.31221	2
Image and behavior av	Part 3: Mental image and employee' behavior	4.6071	.02132	.43954	4
Gust about Hurghada	Part 4: The mental image of the guest about tourism and hospitality services in Hurghada	4.6494	.02369	.48836	3

Regarding Paired Samples Friedman Test N: 425 comparing the the differences between the variables of the study regarding the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services results showed that: There is a statistically significant difference between the results in the variables regarding the differences between the variables of the study regarding the impact of the employee behaviour in improving the mental image of the guest about tourism and hospitality services. As shown in table (9).

Table 9

The differences between the variables of the study regarding the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services.

a. Friedman Test (N 425)				
Ranks		Test Statistics^a		
	Mean Rank	Chi-Square	df	Asymp. Sig.
Part 1: Factors of Choosing Hurghada	3.47	589.716	3	.000
Part 2: Factors affecting mental image	2.56			
Part 3: Mental image and employee' behavior	1.73			
Part 4: The mental image of the guest about tourism and hospitality services in Hurghada	2.24			

Pair 1: Factors of choosing Hurghada positively activating the factors affecting mental image., the Paired Samples Correlations (.962) and Sig. (0.000); and Paired Samples Test were wit t value (18.677), and Sig. (2-tailed) (0 .000) .

Pair 2: Factors of Choosing Hurghada and Mental image positively activating employee' behavior, the Paired Samples Correlations (.841) and Sig. (0.000); the Paired Samples Test were wit t value (21.213), and Sig. (2-tailed) (0 .000).

Pair 3: Factors of Choosing Hurghada positively influences The mental image of the guest about tourism and hospitality services in Hurghada, the Paired Samples Test were wit t value 17.290), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.908), and Sig. (0.000).

Pair 4: Factors affecting mental image positively activating Mental image and employee' behavior, the Paired Samples Correlations (.928) and Sig. (0.000); and Paired Samples Test were wit t value (19.743), and Sig. (2-tailed) (0 .000).

Pair 5: Factors affecting mental image positively influences The mental image of the guest about tourism and hospitality services in Hurghada, the Paired Samples Test were wit t value (13.783), and Sig. (2-tailed) (0 .000). Moreover, Paired Samples Correlations was with Correlation (0.960), and Sig. (0.000).

Pair 6: Mental image and employee' behavior negatively activating the mental image of the guest about tourism and hospitality services in Hurghada, the Paired Samples Correlations (.979) and Sig. (0.000); and Paired Samples Test were wit t value (-8.217-), and Sig. (2-tailed) (0 .000). as shown in table (10). This confirms **H 1**.

Table 10

Paired Samples T-Test of the variables compared to each other (N: 425)

Paired Samples Statistics					Paired Samples Correlations		Paired Samples Test	
		Mean	Std. Deviation	Std. Error Mean	Correlation	Sig.	t	Sig. (2-tailed)
Pair 1	Factors of Choosing Hurghada	4.8672	.28332	.01374	.962	.000	18.677	.000
	Factors affecting mental image	4.7884	.31221	.01514				
Pair 2	Factors of Choosing Hurghada	4.8672	.28332	.01374	.841	.000	21.213	.000
	Mental image and employee' behavior	4.6071	.43954	.02132				
Pair 3	Factors of Choosing Hurghada	4.8672	.28332	.01374	.908	.000	17.290	.000
	The mental image of the guest about tourism and hospitality services in Hurghada	4.6494	.48836	.02369				
Pair 4	Factors affecting mental image	4.7884	.31221	.01514	.928	.000	19.743	.000
	Mental image and employee' behavior	4.6071	.43954	.02132				
Pair 5	Factors affecting mental image	4.7884	.31221	.01514	.960	.000	13.783	.000
	The mental image of the guest about tourism and hospitality services in Hurghada	4.6494	.48836	.02369				
Pair 6	Mental image and employee' behavior	4.6071	.43954	.02132	.979	.000	-8.217-	.000
	The mental image of the guest about tourism and hospitality services in Hurghada	4.6494	.48836	.02369				

Research hypotheses were tested using Pearson product-moment correlation coefficient. Preliminary analyses were made to ensure no violation of theories of normality and linearity. Results show that there are strong correlations between all the proposed relations in the conceptual model with (r) values ranging from (.436 to .979**), ($P < .005$), and the obtained correlation value are in the expected positive direction. Based on the results of Pearson correlation analysis which represents proposed liner relationships, all the research hypotheses were fully supported. As shown in table 11.

Table 11

Research hypotheses teste and Correlations.

Correlations							
		Education	Nationality	choosing av	factor affecting av	Image and behavior av	Gust about Hurghada
Education	Pearson Correlation	1					
	Sig. (1-tailed)						
Nationality	Pearson Correlation	.436**	1				
	Sig. (1-tailed)	.000					
Factors of Choosing Hurghada	Pearson Correlation	.760**	.726**	1			
	Sig. (1-tailed)	.000	.000				
Factors affecting mental image	Pearson Correlation	.814**	.690**	.962**	1		
	Sig. (1-tailed)	.000	.000	.000			
Mental image and employee' behavior	Pearson Correlation	.896**	.588**	.841**	.928**	1	
	Sig. (1-tailed)	.000	.000	.000	.000		
The mental image of the guest about tourism and hospitality services in Hurghada	Pearson Correlation	.887**	.665**	.908**	.960**	.979**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (1-tailed).

Conclusion

According to Part 1: Factors of Choosing Hurghada results showed that: In the 1st position is reputation and advice from others this shows the importance of reputation and the power of the brand and the importance of word of mouth; regarding the 2nd agree average were the safety, hygiene, and security; in the 3rd

position was that advice from others the importance of word of mouth; concerning the 4th level was ease of arrival. In accordance with the 5th acceptance average level was that quality of service; diversity in the services provided coming in the 6th priority to the respondents. In the 7th position was that reasonable prices; Employees' behavior was the 8th priority to the respondents; finally in the 9th importance was the acceptance average by provide specialization. This indicated that the importance of reputation and advice from others; safety, hygiene, and security; Employee' behavior; ease of arrival; quality of service; diversity in the services provided; reasonable prices; Employees' behavior; provide specialization. This shows that the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services. This agreed with (Holmes *et al.*, 2016; Ji *et al.*, 2016; Renner and Holmes, 2018).

Concerning Part 2: Factors affecting mental image the results showed that: In the 1st position is that psychological characteristics; Regarding the 2nd agree average was the employees' performance; in the 3rd position was tourist awareness; concerning the 4th level agrees average was Motivation; In accordance with the 5th acceptance average level was that employees behavior; Social characteristics regarding the 6th priority; in accordance to the 7th acceptance average level was Taste; In the 8th position was that quality of service; Concerning the 9th agreed level was both of that Distance, and Education level; In the 10th position were that both of Inclusiveness and Economic characteristics ; Regarding the 11th importance as an acceptance average Commercial characteristics; Concerning the 12th agreed level was that tourism marketing. These indicate that factors affecting mental image are psychological characteristics; employees' performance; tourist awareness; Motivation; employees behavior; Social characteristics; Taste; quality of service; Distance, and Education level; Inclusiveness and Economic characteristics; Commercial characteristics; tourism marketing. This agreed with (Pearson *et al.*, 2015; Renner and Holmes, 2018).

Concerning Part 3: Mental image and employee' behavior the results showed that: Regarding the 1st priority to the respondents was employee behavior is one of the elements on which the guest makes up my expectations when planning the journey; Followed in the 2nd agreed level with by before travelling to a particular tourism destination, he expects that the employee behavior towards him will be ideal; Concerning the 3rd agreed level was that the guest expects that the employee attitude – behavior towards him, will be at the same level as he wish ; In the 4th position was the guest expects that the employee behavior will be in a friendly and a professional way; In the 5th positionalities is that the guest imagine the pleasure associated with employee' behavior; Regarding 6th agree to both of that when trying a new hospitality employee' behavior, the guest imagine himself enjoying it perfectly, and expect that he will be satisfied; In the 7th position was that the guest image himself to be focused and satisfy with employee behavior; the guest image himself being interviewed employee behavior was in the 8th priority to the respondents; Followed in the 9th importance by the guest draw an image in his mind for the employee behavior and its

effects at every part in the journey; Concerning the 10th agree level was the guest imagines himself appearing satisfaction in front of employee' behavior;

Moreover, In accordance with the 11th acceptance, average level was the guest expects that he can treat with any unsatisfactory treatment due to the employee behavior; Concerning the 12th level agrees average was that the guest can mentally make corrections about employee behavior; The guest imagines himself successfully following employee behavior; Regarding the 14th agree level was, when imaging a particular employee behavior, the guest consistently perform it perfectly in his mind; the guest imagines the emotions he feel while treating Hurghadaian employee' behavior; Concerning the 16th agree level was when guest expects that the employee behavior is unsatisfied. He feels himself getting worried up.

In accordance with the 17th acceptance, average level was that the guest can consistently control his expectations towards the image of employee behavior in his mind; Concerning the 18th level agrees average was agree with that the guest prepared himself to treat with the stress and anxiety associated with his trip; The guest image himself continuing with his leisure/event, even when employee' behavior performing against. Achieved the 19th level; Concerning the 20th agreed level was that in case of the guest expectations about the employee behavior was unsatisfactory; he plan in his mind other alternatives; Regarding the last position, when the guest images himself participating in employee' behavior, he feel anxious achieved the 21st level.

These indicate that the importance of mental image and employee' behavior and the impact of the employee behavior in improving the mental image of the guest about tourism and hospitality services. This agreed with Mathews, *et al.*, 2013; Nanay, 2017; Simonsmeier and Buecker, 2017; Nanay, 2018; Renner *et al.*, 2019; Ceylan *et al.*, 2020).

Regarding part 4: The mental image of the guest about tourism and hospitality services in Hurghada: In the 1st position is that the guest has a good image of tourism and hospitality services in Hurghada; Regarding the 2nd agree average was the guest believes that tourism and hospitality services in Hurghada have a good impression on their customers; The 3rd position was that the guest feels comfortable and safe when dealing with tourism and hospitality services in Hurghada; Concerning the 4th level agrees average was regarding agreeing with that the guest feels belonging to the tourism and hospitality services in Hurghada for their excellent deal with him; In accordance with the 5th acceptance average level was upon hearing the name of Hurghada the guest remember the positive aspects in the services provided; Tourism and hospitality workers in Hurghada provide a good picture of their organization coming in the 6th priority to the respondents; In accordance to the 7th acceptance average level was the guest believes that tourism and hospitality services in Hurghada cover most areas of cities; In the 8th position was that the guest believes that customer service in Hurghada responds to all customer requests; Concerning the 9th agreed level were the total information and news about tourism and hospitality services in Hurghada is positive; In the 10th position were that the guest believes that the tourism and hospitality offers in Hurghada correspond to the needs of all customers;

Furthermore, Regarding the 11th importance with acceptance average the guest think the image of tourism and hospitality in Hurghada is better compared to that of its competitors; Regarding the last position, the guest believes that the tourism and hospitality services agencies in Hurghada are spread in most cities of the country achieved the 12th level.

These indicate that the importance of the mental image of the guest about tourism and hospitality services in Hurghada needs more care. This agreed with (Gorka *et al.*, 2014; Renner *et al.*, 2017; Solbrig *et al.*, 2018; Ceylan *et al.*, 2020) as shown in table 6.

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أثر سلوك العامل في تحسين الصورة الذهنية عن المقصد السياحي وخدمات الضيافة: دراسة حالة على مدينة الغردقة

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المخلص

تهدف هذه الورقة البحثية إلى دراسة تأثير سلوك الموظفين في تحسين الصورة الذهنية للوجهات السياحية وخدمات الضيافة، وذلك من خلال دراسة حالة على مدينة الغردقة. إنه موضوع مهم يحتاج إلى تقارب في وجهات النظر بين المحاضرين الأكاديميين وخبراء الضيافة. تم استخدام الاستبيان كأداة لجمع البيانات المطلوبة. تم توزيع الاستبيان على عدد من السائحين المترددين على عينة من 30 فندقًا من فئة الخمس والأربع نجوم، بالإضافة إلى 20 شركة سياحة في الغردقة. يركز البحث على الغردقة لأن معظم السائحين يزورونها. تمت الدراسة الميدانية من خلال الاستبيان بالزيارات الشخصية والمكالمات الهاتفية وشبكات التواصل الاجتماعي ورسائل البريد الإلكتروني. أجريت الدراسة في الفترة من أكتوبر 2019 إلى مارس 2020. وتم استلام 510 استمارة استبيان، فقط 425 استمارة صالحة (معدل الاستجابة 83.3%)، تم تحليل البيانات التي تم جمعها باستخدام الإصدار 20 من تطبيق SPSS. واختتمت الدراسة بمجموعة من الاستنتاجات النظرية والعملية التي حددت استجابة سلوك الموظف وأهميته في تحسين الصورة الذهنية للوجهة السياحية وخدمات الضيافة في ذهن الضيوف.

معلومات المقالة

الكلمات المفتاحية

سلوك الموظف؛ الصورة الذهنية؛ الصورة الذهنية للمقصد السياحي؛ خدمات الضيافة.

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