The Impact of Coping Strategies on Occupational Stress and Employees' Professional Mobility in Egyptian Hotels

Mohamed Nagi Elziny

Lecturer- Hotel Management Department
Faculty of Tourism and Hotels, Helwan University, Egypt

Nancy Kamel

Lecturer- Cairo Higher Institute for Hotels and Tourism

Abstract

It can be stressful to work in the hospitality industry and many workers are vulnerable in terms of their poor working conditions On the other hand, in all aspects people in the hotel industry have to deal with clients from diverse options. The employee's mind should be free when dealing with all sorts of people and he should have stress-free environment to work with. So, people are responding to stress in different ways. Some coping strategies are much better than others and suffer fewer of stress's harmful effects. One of these harmful effects is professional mobility. From this perspective, the present study aims to explore the effects of employees' coping strategies (problem solving, social support and avoidance) on hotel occupational stress and to explain the mediating role of the occupational stress between coping strategies and professional mobility. This research reports the findings of a questionnaire survey from 207 employees in a sample of five star hotels.

The investigated hotels were limited to five star hotels those located in Greater Cairo. This survey consisted of four 30 items based on seven-point likert -scale (from strongly disagree to strongly agree) was used to measure coping strategies dimensions, occupational stress and professional mobility intention from employees' perspectives. Six hypotheses were verified and five of them were supported. The results demonstrate that employees' coping strategies appears to have a strong relationship with the occupational stress in the hotel sector. Moreover, occupational stress has a strong positive impact on Egyptian hotel employees' professional mobility intentions.

Keywords: Coping Strategies, Occupational Stress and Professional Mobility.

Introduction

Hospitality industry are accepted to be highly stressing environments due to working

conditions such as their labor-intensive structure, employees' direct encounter with the customers and long working hours. These features tend to cause high levels of work stress for hotel staff (Sampson & Akyeampong, 2017).

Stress is a universal element which employees around the globe experience. One of the most important consequences of occupational stress is employee turnover and intention to quit from the organization. Ali (2014) stated that occupational stress will lead to the withdrawal of employees from the organization, given the simple idea that stressful occupations are hurting and there is a propensity to get away from them. Employee turnover refers to the amount of workers leaving work in a business and being replaced by new hires. Bryant and Allen (2013) recognized high rates of turnover among employees as costly and disruptive. In contrast, Deery and Jago (2015) examined various strategies that could be used by the hospitality industry to resolve the turnover crisis. The researchers looked at coping strategies, work-life balance and other strategies for retention. Chang and Taylor (2014) emphasize the importance of coping strategies, which indicate that coping strategies play a major role in the physical and psychological well-being of individuals when confronted with adverse or stressful life events.

Coping with responses or strategies refers to the particular behavioral and psychological activities that individuals employ to understand, tolerate, eliminate or mitigate stressful events (Lian & Tam, 2014). Strategies for coping can play a major role in reducing stress rates and rising job performance (Wallace, 2010). A better coping strategies hotel employees used to reduce occupational stress it will result in reduce

employee mobility, intention to quit and improving their performance. To achieve this aim, the following research goals have been set: a) investigating employees' coping strategies influence on occupational stress in hotel sector; and 2) clarifying the mediating role of occupational stress between coping strategies and professional mobility among hotel employees.

Literature Review

Coping Strategies Concept

Coping refers to ways to deal with traumatic and distressing situations. This also involves expelling problems solving attempts and coping with crisis situations. In addition, Coping can be defined as the constantly changing cognitive and behavioral efforts of an individual to manage their external and/or internal stimuli that are perceived as above their own resources (Lazarus & Folkman, 1984). Gbadamosi (2012) further describes coping strategies as ways individuals choose to respond to stressful situations. Furthermore, coping strategies mechanisms can play a significant role in reducing stress rates and increasing work performance (Tummers, 2015). Coping strategy often acts as a mediator in influencing one's stress level. For example, a person with a higher perceived stress level tends to have a lower coping strategy. Moreover, as regards work stress and coping strategies, studies have shown that the coping strategies chosen create differences in the stress levels of individuals (Babatunde, 2013).

To deal with stressful situations, there were some common strategies can be used (i.e., problem-focused coping, emotion-focused coping and seeking social support) (Folkman & Lazarus, 1980). Interviews, written texts or filling out surveys are frequently used to

know how people cope with stress. Three coping mechanisms (i.e. problem solving, searching social support and avoidance) were later established by Amirkhan (1990); these are considered to be universal in applicability. This three coping strategies developed by Amirkhan in 1990 will be considered in this study.

First, problem-solving strategy involves an effort to solve a problem or to actively change a difficult situation. It was considered to be the most efficient way to overcome stress, as it encourages people to focus on the problem and not stress it causes. Moreover, in problem-solving strategies, the individual sees that steps can be taken to change the stressful situation (Beena & Anjali, 2016). We all as the members of groups look for support from co-members in times of both happiness and sorrow. Second, Social support: it refers to the perceived support and affection from family, friends and acquaintances in face of stress and daily events (Khan & Achour, 2011). Moreover, Selzer and others (2018) added that searching about social support means that, employee relies on his personal strategy to address personal issues in dealing with a stressful situation, within the social circle with friends and family. If such a support is lacking for an individual member, the same can also cause stress. In addition, social support from colleagues and supervisors can reduce employee stress levels and help them make greater use of active coping strategies (Mansour & Tremblay, 2016). Finally, the avoidant strategy refers to the idea that the choice of behavior should be based on avoiding or escaping thoughts or feelings. Coping strategy of avoidant involves several methods as drug use, gambling abuse, denial, mental breakdown, and outsourcing. In addition, Lazarus and Folkman (1984) stated that an individual who rates these types of

activities at a high rate "*puts off solving problems as long as possible, waits for problems to be resolved and attempts to shift responsibility to others*". Acceptance escape / avoidance is characterized as a way of coping with stressful circumstances through cognitive and emotional actions without altering the situation itself (Igbojekwe, 2017). On the other hand, the conclusion of Folkaman and Lazarus (1980), which included avoidance in emotionally oriented coping, signifies a response in which the individual remains self-concerned and tense, yet does not result in problem-solving. They pointed out that avoidance-oriented coping only leads to temporary relief.

Professional Mobility in Hotel industry

According to considerable amounts of previous research, hospitality is regarded as an unstable industry because of its dependence on human factors. Kuria *et al.* (2012) focused their research on labor turnover in hotels in Kenya regarding the workers' discontent at work. They experienced poor working environments, stress, low salaries and a lack of training. In addition, the hospitality industry as a place of work has higher occupational stress risks due to the nature of the service sector. Sampson and Akyeampong (2017) stated that occupational stress is the "*form of physiological and emotional excitement*" experienced by the employee when he is exposed to a threatening situation or conflict with another employee or client. Moreover, occupational stress is defined as the perception of a discrepancy between environmental requirements and individual capacity to meet those requirements. (Altintas & Turanligil, 2018).

Occupational stress has been of great concern to employees and other organizational stakeholders. Stress-related researchers agree that stress is a serious problem in several organizations (Ornelas & Kleiner, 2003; Narkhede, 2014 and Heidariz, 2018). In addition, occupational stress often reveals high levels of employee dissatisfaction, job mobility, burnout, poor work performance and less effective interpersonal relationships at work (Manshor *et al.,* 2003). Moreover, in recent times in many organizations the cost of occupational stress was very high. For example, the International Labor Organization (ILO) reports that occupational inefficiencies can cost up to 10 per cent of the GNP of a country (Midgley, 1996). Stress can increase not only the absenteeism of employees but also the turnover rates (Hwang, 2014 and O'Neill & Davis, 2009). Factors like work stress and working conditions also lead workers to consider abandoning their jobs (Burke, 2003; Sharma *et al.,* 2010 and Tsaur & Tang, 2012). In times of economic and social uncertainty, the issue of professional mobility gets sharply focused.

Previous studies on the causes of employee mobility have examined, among other factors, the link between work stress, their attitudes to work and their intentions to leave the organization (Davidson, 2010). Furthermore, a study by Brymer et al. (1991) examined perceived stress level of hospitality managers by asking them to estimate their stress level from 1 (very low) to 10 (very high) on a scale. The average response was 7.55 which showed a relatively high level of stress from managers. Hannif et al. (2006) have studied how employees in the service sector perceive and manage stress in their article, "*Occupational stress in the service sector: a new dimension*" They concluded that while employees perceive their level of stress as low

to moderate, staff turnover rates, absenteeism and professional mobility are high and are increasing. Also, the hotel management argued that a question about the intention of the employees to leave could promote a higher level of mobility.

The Impact of Coping strategies on Employees Mobility through Occupational Stress

In general, the literature supports the idea that work stress could be alleviated by using coping strategies (Pienaar & Willemse, 2008 and Sampson & Akyeampong 2017). In different studies stress has been associated with the intention of career change and turnover. When the pressure often faced by the worker in his field increases then the worker will change careers for the purpose of reducing this stress. Based on this evidence, overstretched employees are forecast to follow suit and change careers (Muhammad, 2014). Thus, researchers propose that coping strategies have positive effects on employees' mobility through reducing occupational stress.

To explore employees' coping strategies influence on occupational stress and professional mobility in hotel sector, this paper proposed six main hypotheses (see figure1); these hypotheses show the coping strategies model of hotel employees' with their occupational stress and its effect on the professional mobility.

H1. Problem solving has a significant impact on occupational stress among hotel employees.
H2. Seeking social support has a significant impact on occupational stress among hotel employees.
H3. Avoidance has a significant impact on occupational stress among hotel employees.

H4. Employees' turnover intention is affected by the level of their occupational stress.

H5. Employees' career change is affected by the level of their occupational stress.

H6. The relationship between coping strategies and professional mobility is significantly moderated by occupational stress.
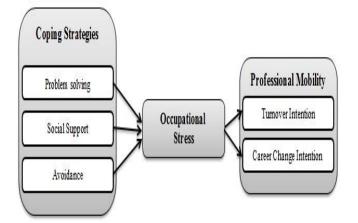

Figure1: Research model of the influence of employees' coping strategies on their occupational stress and professional mobility in hotel industry (adapted from Huang *et al.,* 2018 and McGinley *et al.,* 2019).

Research Methodology

This study provides an investigation of the interrelationship between coping strategies and employees' professional mobility through hotel occupational stress. A questionnaire was distributed from December 2019 to June 2020. The target population for this study was Greater Cairo five-star hotel employees. A convenience sampling technique has been adapted to select hotels which participated in questionnaire forms. An appointment has been set with human resources managers to explain the nature and importance of this academic research. Then, paper-based survey was developed and distributed. To use Structural Equation Model (SEM), the minimal sample size requirement should be 10 times the number of variables being analyzed (Floyd &

Widaman, 1995). Accordingly, in this research, two hundred and fifty questionnaires were distributed to employees of all departments of the hotel; two hundred and seven (n 207) were valid and usable ones, representing a response rate of 82.8 percent from 10 hotels using convenience sampling technique (see Table1).

Table 1: Employees' response rate

Hotel Code	Distributed No.	Response Rate			Valid Percentage
		Valid	Missed	Invalid	
1. H001	25	19	3	3	76%
2. H002	25	21	-	4	84%
3. H003	25	22	-	3	88%
4. H004	25	20	-	5	80%
5. H005	25	17	7	1	68%
6. H006	25	25	-	-	100%
7. H007	25	20	1	4	80%
8. H008	25	21	-	4	84%
9. H009	25	18	2	5	72%
10. H010	25	24	1	-	96%
Total	**250**	**207**	**14**	**29**	**82.8%**

The questionnaire scale was adapted and revised from (Huang et al., 2018 and McGinley et al., 2019). Survey items in table 2 were divided into four main sections. Section one asked about information of employees' profile (i.e., age, gender, education, working experience and job position). In the second three sections, employees were asked to rate 30 items on a seven-point Likert-type scale technique ranging from: "strongly disagree" (1); to "strongly agree" (7) about their opinions regarding coping strategies, hotel occupational stress they faced and their professional mobility intention. The 30 items are divided into six variables: problem solving (5 items), social support (5 items), avoidance (3 items), occupational stress (11 items), turn

over intention (3 items), and change career intention (3 items).

SPSS version 20 was used for the descriptive analysis. On the other hand, AMOS 4 was used to test the measurement model of coping strategies, hotel occupational stress and employees' professional mobility using Structural equation modeling (SEM). Moreover, to assess the structural fit of the hypothesized model, goodness-of-fit measures were utilized. The final questionnaire items are listed in Table 2.

Table 2: Construct measurements

Construct	Code	Measure	Mean	Std. dev.
Problem Solving	PS1	I do my best to solve my problems	5.28	1.81
	PS2	I plan cautiously a course of action instead of performing on impulse	5.45	1.47
	PS3	Before taking action toward problems, i think approximately to all possible solutions	5.42	1.50
	PS4	I set some goals to cope effectively with the situations	5.46	1.39
	PS5	I always try unique ways to solve my work problems till finding the suitable one.	5.49	1.47
Social Support	SS1	I always confess my concerns and fears to my friends	4.21	2.09
	SS2	I need reassurance from people who understand me well	4.59	1.89
	SS3	I talk to those who make me feel better about the situation	4.68	1.97
	SS4	I accept understanding and sympathy from those who have the same problem	4.74	1.86
	SS5	I listen carefully to my friends advices on how to deal with situation	4.78	1.96
Avoidance	AV1	I prefer Identifying movies and novels characters	3.86	2.20
	AV2	I like watching TV a lot more than usual	4.18	2.05
	AV3	I like to have outdoor sports or playing video games a lot more than usual	4.31	2.28
Occupational Stress	OS1	I feel worried or fidgety of my work	2.48	1.69
	OS2	My job require more than it should	2.83	1.56
	OS3	My job takes a lot of time	2.87	1.68
	OS4	There are masses of instances when my job drives me proper up the wall	2.86	1.60
	OS5	I have not got time for pleasure activities due to my work in hotel	2.74	1.62
	OS6	I sometimes get a tight feeling when i think about my job	2.74	1.58
	OS7	Due to too much time i spend on my work, i feel that i married to the hotel	2.78	1.76
	OS8	There is no consistency between the work duties and the availability time to do it	2.78	1.61
	OS9	When my mobile ringing, i feel dread because of job-related calls	2.63	1.65
	OS10	I do not feel any pleasure on my day off	2.67	1.58
	OS11	Too many of my hotel colleagues get burned out through work demands	2.56	1.67
Turnover Intentions	TO1	I will search any other job as soon as possible	2.31	1.51
	TO2	leaving this hotel would not take much	2.58	1.54
	TO3	I frequently consider to leave this hotel	2.50	1.70
Career Change Intentions	CC1	I frequently consider leaving the hotel industry	2.28	1.57
	CC2	I am looking for an alternative opportunity to the hotel industry	2.32	1.55
	CC3	I will leave the hotel industry very soon	2.29	1.65

Source: Adapted from (Huang *et al.,* 2018 and McGinley *et al.,* 2019)

Table (2) shows that employees were mostly agree that they would try various ways in terms of problem solving with the highest average mean score (M = 5.49, SD = 1.47). Moreover, they agreed they would go to their friends to ask for advice with an average mean score (M = 4.78, SD = 1.96) for social support. In regard to avoidance, outdoor activities and playing games have an average mean score close to five (M = 4.31, SD = 2.28). On the other hand, the average mean score of the remaining variables was below three indicating that levels of occupational stress that employees experienced were

relatively low and have strong retention intentions to hotel industry.

Analysis of Findings

Respondents' Profiles

The responses of the participants regarding their profiles as presented in Table 3 shows that in terms of age, the majority of employees (i.e., 45.9 percent) aged from 26 up to 35 years old. In addition, employees comprised 67.6 percent males and 32.4 percent females. Most of employees (i.e., 70.5 percent) had a university degree, followed by 15.5% of the employees had higher education. With regards to period of experience, the majority of employees had a work experience ranged from 2 up to 5 years (i.e., 47.8 percent). Finally, the majority of employees work frontline staff with percentage of 43.0.

Table 3: Profile of respondents (N=207)

Demographic Data		Frequency	%
Age	25 years old or below	52	25.1
	26–35 years old	95	45.9
	36–45 years old	39	18.8
	46–55 years old	16	7.7
	56 years old or above	5	2.4
Gender	Male	140	67.6
	Female	67	32.4
Education	Primary	1	.5
	Secondary	28	13.5
	University	146	70.5
	Post	32	15.5
Time worked in the hotel	One year or less	50	24.2
	2–5 years	99	47.8
	6–10 years	37	17.9
	Over 10 years	21	10.1
Job Position	Frontline staff	89	43.0
	Team leader	59	28.5
	Supervisor	44	21.3
	Department manager or above	15	7.2

Structural Equation Modeling

1) *Confirmatory factor analysis (CFA)*

Reliability and validity test of the three coping strategies, occupational stress and professional mobility scales were measured

by using Confirmatory Factor Analysis (CFA). As shown in Table 4, research analysis suggested some modification indices to improve the first conceptual model because it was not fit well. More accuracy, two items were removed from scale. The first item was from problem solving scale (i.e., PS1). Moreover, in occupational stress scale one item was removed (i.e., OS1). As a result, numerous model goodness-of-fit measures suggest a satisfactory model fit: $\chi2$ (76) = 617.152; p < .0001, 2/df = 1.870, goodness-of-fit index (GFI) = 0.825, normed fit index (NFI) = 0.892, relative fit index (RFI) = 0.877, incremental fit index (IFI) = 0.947, Tucker–Lewis index (TLI) = 0.939, comparative fit index (CFI) = 0.946, which were all higher than the acceptable level of 0.80 and root mean square error of approximation (RMSEA) = 0.065, lower than the recommended value of 0.07 (Hair *et al.,* 2010). CFA was also used to test the reliability. In this study, value of CR and Cronbach's α exceeded the minimum acceptable level of 0.7 (Pallant, 2005), proving that data are considered to be reliable. Additionally, to test the validity Average Variance Extracted (AVE) value was used. AVE value of each research construct exceeded the minimum acceptable value of 0.50 demonstrating good convergent validity (Hair et al., 2010).

Table 4: Results of confirmatory factor analysis, validity analysis, and reliability test

Construct	Factor Loading	Composite reliability	Alpha reliability	AVE
Problem Solving (PS)		**.915**	**.914**	**.729**
PS2	.868			
PS3	.872			
PS4	.851			
PS5	.824			
Social Support (SS)		**.915**	**.921**	**.683**
SS1	.795			
SS2	.816			
SS3	.897			
SS4	.811			
SS5	.809			

Avoidance (AV)		**.904**	**.904**	**.758**
AV1	.883			
AV2	.836			
AV3	.892			
Occupational Stress (OS)		**.958**	**.958**	**.697**
OS2	.847			
OS3	.821			
OS4	.803			
OS5	.823			
OS6	.843			
OS7	.835			
OS8	.838			
OS9	.845			
OS10	.805			
OS11	.884			
Turn Over (TO)		**.869**	**.862**	**.691**
TO1	.748			
TO2	.833			
TO3	.905			
Career Change (CC)		**.920**	**.904**	**.793**
CC1	.911			
CC2	.868			
CC3	.892			

Note: AVE = average variance extracted.

2) *Structural model and Hypotheses testing*

- The hypothesized relationships

The hypothesized relationships were tested using standardized path coefficients (ß) as shown in Table 5. Overall, the structural model achieved acceptable fit ($\chi 2$ = 282.74, df = 10, p < 0.01, CFI = 0.827, RMSEA = 0.062) (Hair et al., 2010). These estimates can be described as positively strong since the majority of Absolute t-value > 3.29, p< 0.001. The findings revealed that there were a significant negative relation between problem solving and occupational stress (β = −0.345; t-value = −5.20), supported H1. Moreover, there was a significant positive relation between social support and occupational stress (β = 0.18; t-value = 3.73), this is contrary to the assumption that employee who seek social support will alleviate his occupational stress (Reject H2). As assumed, avoidance had a significant positive relation with Occupational Stress, supported H3 (β = 0.146; t-value = 3.36). On the other hand, occupational stress had a very strong positive

relationship with turnover and career change intentions (β = .82; t-value = 20.5) and (β = .79; t-value = 16.7), supported H4 and H5 respectively.

Table 5: Standardized parameter estimates of the structural model

H	Path	Beta coefficients (ß)	t-values	Results
H1	Problem Solving Stress	**-.345**	**-5.20***	**Supported**
H2	Social Support Stress	.166	3.28**	Rejected
H3	Avoidance Stress	**.146**	**3.36***	**Supported**
H4	Stress Turn Over	**.829**	**20.5***	**Supported**
H5	Stress Career Change	**.797**	**16.7***	**Supported**

*Absolute t-value > 1.96, p< 0.05; **Absolute t-value > 2.58, p< 0.01; ***Absolute t-value > 3.29, p< 0.001.

It is estimated by the squared multiple correlations, that the predictors of occupational stress explain 19.3 percent (R2 = .193) of coping strategies factors. In other words, the error variance of occupational stress is approximately 80.7 percent of the variance of occupational stress itself. Furthermore, the model explained 67.2 percent of the variance in turnover intentions (R2 = .672) and 57.7 in career change intentions (R2 = .577). In conclusion, the three factors of coping strategy seem to effectively predict hotel employees' professional mobility through occupational stress.

- Mediation results

For mediation relations, 500 samples of bootstrap were used to estimate the standardized indirect bias-corrected with a confidence interval of 90%. As shown in Table 6, the six indirect impacts are statistically significant as a result of mediation analysis. Problem solving has strong significant negative relations with turnover intentions (Estimate = -.286, p < .000; CI = -.430 to -.178) and Career Change Intentions

(Estimate = -.275, p < .000; CI = -.407 to -.169) through occupational stress. Moreover, there were positive indirect relations of both social support (Estimate = .138, p < .000; CI = .030 to .248) (Estimate = .132, p < .000; CI = .028 to .239) and avoidance (Estimate = .121, p < .000; CI = .018 to .196) (Estimate = .116, p < .000; CI = .023 to .196) with turnover and career change intentions when mediated by occupational stress. Hypothesis six is being supported as a result of this mediation analysis.

Table 6: Mediation results

Relationship	Indirect	Lower Boundary	Upper Boundary	Sig.
Problem Solving - Stress - Turn Over	-.286	-.430	-.178	<.001
Social Support - Stress - Turn Over	.138	.030	.248	.001
Avoidance - Stress - Turn Over	.121	.018	.196	<.001
Problem Solving - Stress - Career Change	-.275	-.407	-.169	<.001
Social Support - Stress - Career Change	.132	.028	.239	.001
Avoidance - Stress - Career Change	.116	.023	.196	.001

Discussion

This research paper measures the impact of the three different types of coping strategies of hotel employees on occupational stress and professional mobility intentions. Data was collected from ten five-star hotels in Greater Cairo. This research findings report that the first coping strategy (i.e., problem solving) helps alleviate occupational stress among hotel employees, while, the other coping strategies (i.e., social support and avoidance) increase the occupational stress level.

Although the research results are generally consistent with the literature, some particular results need more justifications from hotel industry context. Several studies have emphasized the importance of problem solving in order to alleviate employees' occupational stress inside institutions (Wallace, 2010; Lai & Chen, 2012 and Levine & Scotch, 2013). These studies indicated that the more ability to face work problems, the less occupational stress, the increase of workplace self-efficacy, and the less of professional mobility intentions. The research outcomes confirm these studies, supporting of model H1.

Moreover, the model found reject for H2 which posits that employees' who seek social support will alleviate occupational stress. This hypothesis was assuming as a result of numerous studies (Viswesvaran *et al.,* 1999 and Snow *et al.* 2003) which confirms that occupational stress reduces effectively through social support. In this regard, this interpretation is consistent with (Huang *et al.,* 2018) research, which found less straight forward of the effect of social support on occupational stress.

On the other hand, the research indicates that there was a strong positive relation between occupational stress and hotel employees' professional mobility intentions (turnover and career change). These results support researches which confirmed that that high turnover of hotel employees is due to the high level of occupational stress (O'Neill & Davis, 2009; Tsaur & Tang, 2012 and Qiu *et al.,* 2015).

As our research results indicate, occupational stress is highly correlated to professional mobility (see H4 and H5), the researchers believe that an early stop must be put in place to mitigate the level of stress of hotel employees through good monitoring which helps effectively in determining the causes of occupational stress. Moreover, a part of

training budget can be devoted to provide training courses designed to help employees in developing their various problem-solving strategies.

Conclusion

In conclusion, employees' coping strategies appears to have a strong relationship with the occupational stress in the hotel sector. Looking for the reasons that exacerbate occupational stress among hotel employees, it was found that there are numerous and deeply entrenched, making it difficult to eliminate by managers only.

The research indicates that coping strategies functions effectively in reducing occupational stress. From this perspective, human resource managers could consider training sessions to help employees handling of stressful situations using coping functions.

As the research findings show, occupational stress is strongly associated with employees' professional mobility intentions. Therefore, hotel managers should effectively consider focusing on management initiatives like team sports in the workplace to alleviate occupational stress, to reduce a hotel's professional mobility rates and to get a productive staff work force.

The research indicates that problem solving strategy reduce occupational stress effectively. Therefore, It is recommended to include a course on how to solve field problems as one of coping strategies in the hotel education system, considering it as one of the learning outcomes of graduates quality.

Limitations and Future Research

To accomplish this research there were several limitations. The first one is regarding to sampling. A sample of employees in several Egyptian hotels was used, as a complete population cannot be accessed. Hence, the investigated hotels were limited to five star hotels those located in Greater Cairo. For the future studies, the predictors of occupational stress explain 19.3 percent of the three coping strategies' predictors. Therefore, future research could include other stressors of hotel employees in the model which increase its explanatory power.

References

- Ali, M. (2014). Occupational stress and its consequences Implications for health policy and management. *Emerald Leadership in Health Services, 27 (3),* 224-239.
- Altintas, V., & Turanligil, F. (2018). Hotel employees' perceptions of stress factors. *International Journal of Applied Engineering Research, 13(2),* 1432-1441.
- Amirkhan, J. H. (1990). A factor analytically derived measure of coping: The Coping Strategy Indicator. *Journal of personality and social psychology, 59(5),* 1066.
- Beena, P., and Anjali, P. (2016). Coping strategies and demographic variables: A study amongst employees in the banking sector. *International Journal of Management and Applied Science, 2(11),* 2394-7926
- Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review, 45(3),* 171-175.
- Brymer, R. A., Perrewe, P. L., & Johns, T. R. (1991). Managerial job stress in the hotel industry. *International Journal of Hospitality Management, 10(1),* 47-58.
- Burke, R. J. (2003). Nursing staff attitudes following restructuring: the role of perceived organizational support, restructuring processes and stressors. *International journal of sociology and social policy.*
- Chang, K., & Taylor, J. (2014). Do your employees use the right stress coping strategies? *International Journal of Commerce and Strategy, 5(2),* 99-116.

- Davidson, M. C., Timo, N., & Wang, Y. (2010). How much does labour turnover cost?. *International journal of contemporary hospitality management.*

- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management.*

- Floyd, F. J. and Widaman, K. F. (1995). Factor Analysis in the Development and Refinement of Clinical Assessment Instruments. *Psychological Assessment, 7(3)*, 286.

- Folkman, S., & Lazarus, R. S. (1980). An analysis of coping in a middle-aged community sample. *Journal of health and social behavior,* 219-239.

- Gbadamosi, G., & Ross, C. (2012). Perceived stress and performance appraisal discomfort: The moderating effects of core self-evaluations and gender. *Public Personnel Management, 41(4),* 637-659.

- Hair, J. F., Jr., Black, J. W., Babin, B. J., & Anderson, E. R. (2010). *Multivariate data analysis*. (7th ed.). Essex, UK: Pearson Education Limited.

- Hannif, Z., Lamm, F., Lo, K., & Lu, J. (2006). *Occupational stress in the service sector: A new dimension.* Labour, Employment and Work in New Zealand.

- Heidariz, D. V. (2018). A study on occupational stress among hotel employees. *International Journal of Academic Research and Development, 3 (4),*41-63.

- Huang, S., van der Veen, R., & Song, Z. (2018). The impact of coping strategies on occupational stress and turnover intentions among hotel employees. *Journal of Hospitality Marketing & Management, 27(8),* 926-945.

- Hwang, J., Lee, J. J., Park, S., Chang, H., & Kim, S. S. (2014). The impact of occupational stress on employee's turnover intention in the luxury hotel segment. *International Journal of Hospitality & Tourism Administration, 15(1),* 60-77.

- Igbojekwe, P. (2017). A Study of Emotional Labour Coping Strategies in Some Hotels in South East Nigeria. *Journal of Hotel Bus Manage*, 6, 161.

- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (1993). *Organizational behavior and management*.

- Khan, A., & Achour, M. (2011). Social support and religiosity as coping strategies for reducing job stress. *International Conference on Business and Economics Research, 1,* 291-293.

- Kuria, S., Alice, O., & Wanderi, P. M. (2012). Assessment of causes of labour turnover in three and five star-rated hotels in Kenya. *International journal of business and social science, 3(15).*

- Lai, M. C., & Chen, Y. C. (2012). Self-efficacy, effort, job performance, job satisfaction, and turnover intention: The effect of personalcharacteristics on organization performance. *International Journal of Innovation, Management and Technology, 3(4),* 387.

- Lazarus, R. S., & Folkman, S. (1984*). Stress, appraisal, and coping*. Springer publishing company.

- Levine, S., & Scotch, N. A. (2013). *Social stress*. Piscataway, NJ: Transaction Publishers.

- Lian, S. Y., & Tam, C. L. (2014). Work stress, coping strategies and resilience: A study among working females. *Asian Social Science, 10(12),* 41.

- Mansour, S., & Tremblay, D. G. (2016). Workload, generic and work–family specific social supports and job stress. *International Journal of Contemporary Hospitality Management.*

- McGinley, S. P., Wei, W., & Gao, L. (2019). The effect of anticipated emotional labor on hotel employees' professional mobility. *Journal of Hospitality Marketing & Management, 28(4),* 491-512.

- Muhammad, R. (2014). Antecedents of Job Stress and its Impact on Employee's Job Satisfaction and Turnover Intentions. *International Journal of Learning and Development, 4 (2),* 2164- 4063.

- Narkhede, P. A. (2014). Employee turnover in hospitality industries A study of service staff. *JIMS8M: The Journal of Indian Management & Strategy, 19(3),* 4-8.

- O'Neill, J. W., & Davis, K. (2009). Differences in Work and Family Stress Experienced by Managers and Hourly Employees in the Hotel Industry. *In International CHRIE Conference-Refereed Track* (p. 30).

- Ornelas, S., & Kleiner, B. H. (2003). New developments in managing job related stress. *Equal Opportunities International.*

- Pallant, J. (2005). *SPSS survival manual: A step by step guide to data analysis using SPSS version 12*. (2nd ed.). Berkshire: Open University Press.

- Qiu, H., Haobin Ye, B., Hung, K., & York, Q. Y. (2015). Exploring antecedents of employee turnover intention–Evidence of China's hotel

industry. *Journal of China Tourism Research, 11(1),* 53-66.

- Sampson, W. G., & Akyeampong, O. (2017). Work-related Stress in Hotels: An Analysis of The Cause and Effects among Frontline Hotel Employees in The Kumasi Metropolis. Ghana. *Journal of tourism and hospitality, 3(2).*

- Selzer, V. L., Schumann, J. H., Büttgen, M., Ates, Z., Komor, M., & Volz, J. (2018). Effective coping strategies for stressed frontline employees in service occupations: outcomes and drivers. *The Service Industries Journal,* 1-18.

- Sharma, A., Verma, S., Verma, C., & Malhotra, D. (2010). Stress and burnout as predictors of job satisfaction amongst lawyers. *European journal of social sciences, 14(3),* 348-359.

- Stress, A. B. O. (2013). A Review on Conceptualizations. Causes and Cure Economic Insights. *Trends and Challenges, 2*, 73-80.

- Stroebe, W. (2000). *Changing conceptions of health and illness: Social psychology and health Buckingham.*

- Tsaur, S. H., & Tang, Y. Y. (2012). Job stress and well-being of female employees in hospitality: The role of regulatory leisure coping styles. *International Journal of Hospitality Management, 31(4),* 1038-1044.

- Tummers, L. G. (2015). The effect of coping on job performance.

- Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The role of social support in the process of work stress: A meta-analysis. *Journal of vocational behavior, 54(2),* 314-334.

- Wallace, S. L., Lee, J., & Lee, S. M. (2010). Job stress, coping strategies, and burnout among abuse- specific counselors. *Journal of Employment Counseling, 47(3),* 111-122.

- Wilson, T. D., & Linville, P. W. (1982). Improving the academic performance of college freshmen: attribution therapy revisited. *Journal of personality and social psychology, 42(2),* 367.