



Reactions to Covid-19: The Impact of Job Insecurity on Survivors' Attitudes in Five-star hotels

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Abstract

The spread of Covid-19 and traveling restriction heavily hit the hospitality industry. Consequently, many hotels had to implement the strategy of downsizing in order to reduce the cost of employment. Accordingly, survivors' workers have been feeling fear from future and job insecurity. Earlier studies showed the overwhelming influence of Covid-19 on hospitality industry, while a few is known about such impact on employees' reactions. This research examines the influence of job insecurity on the survivors' attitudes (i.e. organizational commitment, trust, and turnover intention) in downsized five start hotels. Data for this study was collected via self-administrated questionnaires with employees from 79 hotels in Cairo, Sharm El Shiekh and Hurghada. A total of 522 questionnaires were randomly distributed to a convenience sample of hotel staff. Among the questionnaires returned, 452 were useable ones, representing a response rate of 60.27%. The results indicated that survivors' perceptions of job insecurity post Covid-19 have a strong positive relationship with survivors' intention to quit. The results also revealed that this relationship is weakened by survivors' high perception of organization commitment and trust. Furthermore, the results suggested that survivors who propose to move out of their hotel target to change their career. However, losing skilled employee may become a significant risk for hotel industry. The implications of the study are discussed.

Introduction

Stability, health and safety are the major anxieties that affect the tourist's decision to travel to tourist destination. While many natural and man-made disasters can have a major effect on the movement of travelers, perceptions of risk in destinations generally scare probable tourists strongly (Elshaer & Saad, 2016). On the other hand, the World Health Organization (WHO) stated that recently the world is facing a unique worldwide health, social and economic emergency with the Corona Virus (Covid-19, as formally known). Therefore, governments around the world have implemented strict social distancing steps to reduce the spread of the disease (Baum

et al., 2020). Hunt (2020) confirmed that among the most significant impact of the outbreak is the downward trend of inbound international visitors towards the most frequented destinations, the restriction of individuals using transport to travel abroad or domestically. Therefore, there are 197 million jobs at risk in tourism industry as a direct consequence of Covid-19 pandemic (WTTC, 2020). Therefore, Remeikis (2020), confirmed that the most hard-hit was the hospitality industry.

The President of the WTTC stated that because of Covid-19 the tourism industry is “already facing collapse” and is “in a fight for survival” (Guevara, 2020). Most of hotels have suffered hard financial hardship (Goessling *et al.*, 2020). In that sense, the prompt influence of Covid-19 become well known and mirrored in the choppy cash inflows driven by unexpected business closures (Hall *et al.*, 2020). To that end, Taylor (2020) confirmed that the hotel industry would shrink dramatically following the spread of the pandemic. Hence, outlining bleak forecasts for its present and future stockholders and employees.

As the situation of recent economy get worse Dube *et al.*, (2020) stated that organization management have applied an alternative strategy to cope with the hard-financial crisis. Diminution employee budgets was the key strategy in hotel industry. Giving examples for these strategies included, layoff for all part-time employees, ended some employees’ contract especially whom are in proportion period, reduction for staff salaries or lay off some staff (Mohammad *et al.*, 2012; Nassar, 2012; Wan *et al.*, 2014; Elshaer and Saad, 2016). Although these temporary polices are typically carried out to amend organizational efficiency (Shaw & Barrett-Power, 1997), some of downsizing process are undermined by the negative consequences experienced by ‘surviving’ employees (Latack *et al.*, 1995). In that context, literature review has showed that transitive strategies generally create survivor’ feelings of pressure, become worried, unhappy, and dissatisfied with life in general (Ashford, *et al.*, 1989). Accordingly, employees get frequently anxious about the continuity in the organization (Greenhalgh & Rosenblatt, 1984).

According to Brockner *et al.*, (1995), the potential success / failure of the organization depends on the survivors' reactions during and after the downsizing. This argument is in agreement with the study of Kinnie *et al.*, (1998) that confirmed the ineffective downsizing plans rarely to considered survivors’ attitudes during and after the downsizing. Consequently, Mao *et al.*, (2020) stated that the temporary strategies that conducted because of pandemic of Covid-19 are risky. Understanding the probable changes in attitudes of survivors could decrease the risk (Mishra & Spreitzer, 1998).

As the situation of the recent pandemic, there is a serious need to examine perceptions of survivors regarding their job insecurity. This research examines the impact of job security on survivors’ attitudes, especially, organisational commitment, trust, and turnover intentions. These are the possibly influenced behavior of survivors post the Covid-19 pandemic in downsized Five-star hotels.

Literature Review

Covid-19 and hospitality career

Covid-19 is a unique pandemic and comparisons with other global crises, like the 2008 financial crisis or with the earlier outbreaks like SARAS, swine flu (H1N1) and bird flu (H5N1) are not thinkable (Baum *et al.*, 2020). Similarly, Flynn (2020) explained that the indication of the Corona virus is the scale of the influence transversely both place (geographical spread) as well as time (the expected time to full tourism industry recovery). Accordingly, Hunt (2020) confirmed that Covid-19 is proving more disruptive than World War II to hospitality industry. Therefore, pandemic of Covid-19 has a number of noteworthy detrimental, instant and long(er) term, influences on the hospitality sector (Jiang and Wen, 2020). Many organizations are evaluating costs as a result of the current pandemic, and one of the steps under consideration involve reducing the workforce. (Brooks, 2020).

According to Remeikis (2020) because of the recently global crisis the hospitality employees are badly hit because many of employees in hospitality field lost their job and survivors were challenged by hard drops in their yield and different changes in their work and lives. By reason of current pandemic, WTTC reported that the tourism industry is suffering a lot and it will take around one year to recover from the damage and the hospitality industry will suffer more without reaching vaccine, because fright has seethed in people's minds and they will refuse going abroad.

As a result of Covid-19 crisis, many hotel companies had to apply a full or partial downsizing that lead to layoff millions of employees (Goessling, *et al.*, 2020). For example, Kumar (2020) confirmed that Marriott with around 174,000 employees put place tens of thousands of workers on furlough. According to McDevitt *et al.*, (2013), downsizing can be defined as “*a global management strategy that is purposively undertaken to reduce organization employees*”. Downsizing may alter the work situation for those employees who continue members of the organization, defined in the literature as “survivors” (Aryee & Spreitzer, 1998). In that sense, Brockner *et al.*, (1987) stated that survivors can suffer from survivor guilt, which can affect their efficiency and performance. Gandolfi (2009) added that there are some factors affected survivors’ attitude such as feeling of the fairness of organizational procedures.

Robinson (1996) argued that if survivors felt that the action of victims as unfair, survivors’ organizational commitment “OC” may be badly affected and they may consider the downsizing as a breaking of the psychological contract, that way reducing performance. Similarly, Devine *et al.*, (2003) stated that perceptions of the psychological contract not only influence the formation of a new psychological contract in re-employment, but also have productivity implications for the employers that hire victims and affect survivors’ attitude toward new organization member. To that end, the unsuccessful downsizing strategies are the main reason for creating job insecurity and decreased level of commitment and trust (De Cuyper *et al.*, 2012).

Job insecurity

Downsizing can be defined as the reduction in jobs driven by the desire for efficiency of operations (Cappelli, 2000). Furthermore, Maertz *et al.*, (2010) stated that downsizing is an elimination plan of jobs. Pandemic of Covid-19 is predictable to go on for months or years, many hospitality organizations have been downsized as well as employers have turned to furloughing or laying off (Filimonau *et al.*, 2020). During and post an economic recession, the doubt of employ can enhance feelings of job insecurity, a reason that decrease employees' output and company efficiency (Lee *et al.*, 2008). Job insecurity (JIS) is defined as "*a perceived threat to the continuity and stability of employment as it is currently experienced*" (Shoss, 2019, p. 1914). Noble (2008) confirmed that JIS is a vital reason for staffs in shaping their intention to remain in an organization. Literature review indicated that within such temporary strategies during crisis, staffs certainly feel insecure about their jobs (Greenhalgh & Rosenblatt, 1984; Heaney *et al.*, 1994).

The growth in job insecurity is problematic given that it has been linked to a host of short- and long-term negative consequences for individuals, organizations, and communities (De Witte *et al.*, 2010; Shoss, 2019). Therefore, Dekker & Schaufeli (1995) argues that employees experiencing JIS because of downsizing are predictable to have adverse reactions known as survivor's 'syndrome' or 'sickness'. The negative reaction of survivors includes bleakness, anxiety, distrust, anger, powerlessness, loss of morale and motivation (Mishra & Spreitzer, 1998). In that sense, Sverke *et al.*, (2002) argued that JIS negatively effects aspects such as job attitudes, employee's satisfaction, performance and intention to quiet. Additionally, Ashford *et al.*, (1989) confirmed that there was a stronger correlation among JIS and both performance and turnover intention. Wong *et al.*, (2002) explained that employees' JIS has a positive relationship on their OC.

Organizational Commitment

Organizational commitment (OC) is defined as "*the psychological connection to the organization, in which employees are ready to accept organizational goals and values, effort in their jobs and remain their organizational membership*" (Brown, 1996; Somers, 1995). OC can grow from positive organization interactions and job-related features (Meyer & Allen, 1991). OC in hospitality industry showed a clear relationship between committed employees and their outputs as well as quality of services (Clark *et al.*, 2009; Kim & Brymer, 2011). In this regards, Hopkins & Weathington (2006) declared that employees that have a high commitment level to organization are ready to deliver a high quality of service and consequently increase customer loyalty. Nevertheless, between while employees usually evaluate organization eligibility of commitment, therefore level of employees' commitment subject to adjustment.

Hopkins and Weathington (2006) argued that survivors may not be preferred in becoming part of their company post downsizing, even if they have an investment in it (e.g. seniority, retirement fund). Pressure level felt from the opportunity of job loss will unfavorably affect the degree of commitment to organization (Spreitzer &

Mishra, 2002). Elshaer and Saad (2016) added that it could be employees' feeling of JIS that provides rich ground for the weakening of the OC. In contrary, Armstrong-Stassen (2006) explained that OC collapse post downsizing is not ever a problem, anxious survivors are more expected to work better post observing layoff of their colleagues. Hence, this study hypothesizes that:

H1: JIS would be negatively related to survivors' OC

Trust

According to Rousseau *et al.*, (1998), trust is referring to “*a psychological state comprising the intention to accept vulnerability based upon expectations of positive intention or behavior of another*”. Tan and Tan (2000) confirmed that the OC and intentions to quit are the outstanding results of trust in organization. In that sense, many studies showed that the OC is definitely linked to survivor's trust in organization (e.g., Brockner *et al.*, 1995; Mishra & Spreitzer, 1998). To cope with resistance to change, trust in organization is key, because it forms the way survivors view the downsizing procedure. (Mishra & Spreitzer, 1998). During periods of Covid-19, some employees are laying off, like these procedures could make survivors fear that in the future they will face the same fate. Consequently, feeling JIS may cause survivors to evaluate their organization as not trustworthy and unreliable (Brockner, 1988). Similarly, Spreitzer & Mishra (2002) argued that feelings of hesitation and frustration of survivors about their new responsibilities post downsizing may build up their low sense of trust in their organization.

In hospitality earlier studies, Hon and Lu (2010) and Chiang and Wang (2012) argued that knowledge -based trust is definitely connected to commitment of employees. These attitudes generally shape when staff have deep confident in the management of company. This conviction leads them to consider any expected improvement for the organization's benefit. Nevertheless, survivors with low level of trust in their management are more likely to search for other job or career opportunities (Aryee *et al.*, 2002; Hopkins & Weathington, 2006). Based on the pervious arguments, the study hypothesizes the following:

H2: Trust in the organization is positively related to OC.

H3: JIS would be negatively related to survivors' trust in organization

Turnover intention

Turnover intention refers to “*persons' own estimated probability that they will permanently leave the organization at some point in near future*” (Mowday *et al.*, 1982). Accordingly, Trevor *et al.*, (1997) stated that staff turnover can be challenging to organizations. Therefore, Brennan & Skarlicki (2004) explained that during downsizing situation, a high survivor rate can result to decreases in performance and organizational productivity. In that sense, Ashford *et al.*, (1989) as well as Spreitzer & Mishra (2002) claimed that despite being not terminated, survivors may try to seeking for different careers due to sharp decrease in salary and obligatory vacations with adverse feelings of anxiety and worry about their jobs (Cheng & Chan, 2008). Furthermore, Krausz *et al.*, (1999) stated that layoff of

colleagues might motivate survivors to quiet, principally when there is a close relationship between each other. According to Brooks (2020) Covid-19 is a unique case with dramatic impacts on hospitality industry and hospitality career. The same author added that Covid-19 pandemic that financially influences hospitality career may also encourage survivors to search for new jobs in different career.

Researcher have found that there are several factors that impact the turnover intention. For example, OC has been described as a key factor influencing the organizations' employee's intention to leave job (Loi *et al.*, 2006; Wong *et al.*, 1995). Furthermore, JIS accompanying with downsizing is viewed as a great chance to seek career opportunity elsewhere (Bennet *et al.*, 1995). Thus, Ashford *et al.*, (1989) explained that JIS is the main key in the workers decision of leaving the organization. One the other hand, other researchers reported a different consequence of JIS. For instance, Robinson (1992), Gilboa *et al.*, (2008), Staufenbiel and König (2010) demonstrated that survivors may respond to JIS by remaining in their organization during crisis period and increasing their work effort with high-quality of act. To that end, it seems that survivors' loyalty and OC decrease their intention to turnover even in crisis periods. Hence, this study hypothesizes that:

H4: Trust would be negatively related to survivors' turnover intention.

H5: Trust has a mediating effect between JIS and job turnover intention.

H6: JIS would be positively related to survivors' turnover intentions.

H7: OC would be negatively related to survivors' turnover intentions.

H8: OC has a mediating effect between JIS and job turnover intention.

The research conceptual model and hypotheses are summarized in Figure 1

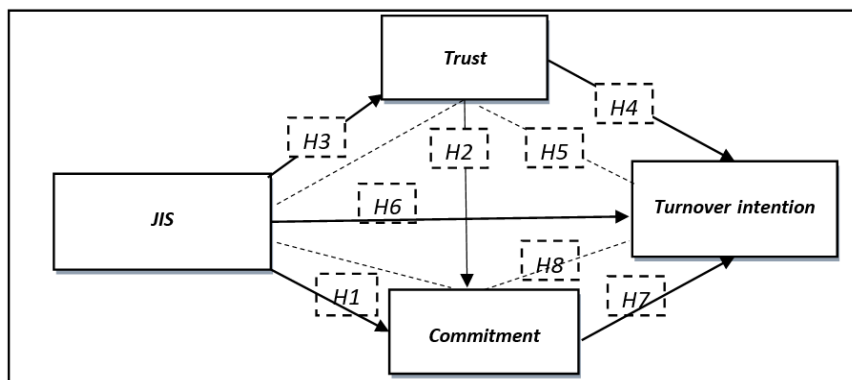


Figure.1. Study conceptual model

Research methods

The research instruments

A questionnaire form was used as a data collection tool in this study. The designed questionnaire contained two parts. The first part addressed profile of the respondents; information was gathered on employees' characteristics including: gender, age, educational level, marital status, career experience and division. The

second part asked respondents to indicate their level of agreement on a 5-point Likert type scale: “Strongly disagree”, “Disagree”, “Neutral”, “Agree” and “Strongly agree”. The survivors’ attitude criteria were divided into four categories: JIS, trust, OC, and turnover intention. The study employed an Arabic version of the questionnaire. Finally, the questionnaire was piloted, pre-tested and adjusted to improve content validity. The validity was also assessed by five experts in the career of hotel management. Therefore, it is concluded that the scales used in this study are acceptably reliable and valid.

Greenhalgh and Rosenblatt (1984) defined JIS as “*the employees’ concerns about their work-related future*”. Moreover, Heaney *et al.*, (1994) defined job security as “*an employee’s perception of a potential threat to continuity in his or her current job*”. Based on the theoretical articles by Greenhalgh and Rosenblatt’s (1984), as well as Hellgren *et al.*, (1999), they classified JIS into two aspects: qualitative JIS (worries about losing some job features) and quantitative JIS (worries about leaving the job). a good psychometric properties JIS scale has demonstrated primary by Hellgren *et al.*, (1999) and has been used in different studies such as (Mauno *et al.*, 2001; Cheng & Chan, 2008; De Witte *et al.*, 2010; Lastad *et al.*, 2015). qualitative and quantitative JIS was measured in current research by using three items per each developed by Hellgren *et al.*, (1999). JIS Cronbach’s alpha of this scale is .89.

Studies has shown that there are three different categories of organizational commitment (OC): affective (AC), continuance (CC) and normative (NC) (Meyer *et al.*, 1993). As names reflect the meaning of each commitment, AC expresses emotional attachment of employee to their organization, while CC points to the costs related to leaving the organization, whereas NC indicates the perceived obligation to stay (Meyer *et al.*, 1993). In this research, the 17-items were employed to measure of OC as developed by Meyer *et al.*, (1993). A sample item for each of the three dimensions includes: AC, CC and NC. Cronbach’s alpha of this scale is .95. Furthermore, the current study employed a six-item scale to measure trust. These items were adapted from Podsakoff *et al.*, (1990). The trust scale by Podsakoff *et al.*, (1990) established good psychometric properties and has been extensively used in many studies like (Deluga, 1994; Rich,1997; Jung & Avolio, 2000; Bartram & Casimir, 2007; Zhu *et al.*, 2013. Cronbach’s alpha of this scale is .90.

Finally, the current study employed a five-items scale to measure intention of turnover. these items were adapted from several sources (Meyer *et al.*, 1993; Sjoeborg & Sverke, 2000; Kickul *et al.*, 2002; Karatepe, 2009). Cronbach’s alpha of this scale is .74. A summary of the constructs used in the current study is shown in Table 1.

Table 1Measurement Constructs, Cronbach's α , and Descriptive Statistics

Factors	Item's label	Items	Cronbach α	Mean	SD
Job Insecurity	Quan JIS1	I'm worried to leave my work before I want to	.89	4.4	.83
	Quan JIS2	I fear regarding being able to retain my job		4.5	.68
	Quan JIS3	I am scared I might lose my work.		4.5	.67
	Qual JIS 1	I worry about t having less exciting job duties in the future.		4.5	.65
	Qual JIS 2	I am fear about my future income development		4.5	.67
	Qual JIS 3	I am worried about my career change and organization development		4.2	1.1
					4.4
Commitment	AC 1	I will be delighted to remain with this organization for the rest of my career.	.95	1.4	.82
	AC 2	I feel as if this company's problem is my own.		1.5	.79
	AC 3	I don't have a deep belonging to my organization		1.6	.74
	AC 4	I don't touch 'emotionally attached' to this company		1.5	.91
	AC 5	I don't feel like a 'member of the family' in my or ganization.		4.2	1.1
	AC 6	My organization has a good deal of personal sense for me.		1.5	.91
	NC 1	I have no obligation to stay with my present organization.		1.5	.91
	NC 2	If I had quit my company now, I might feel guilt.		1.8	1.2
	NC 3	This organization deserves my loyalty.		1.5	.87
	NC 4	This company is deserving of my commitment.		1.5	.85
	NC 5	Recently, I wouldn't quit because I have a responsibility to the persons in it.		1.6	.91
	NC6	I owe a lot to my organization.		1.8	1.1
	CC 1	Recently, remaining with my association is a matter of obligation as much as desire.		1.5	.87
	CC 2	It would be difficult for me to depart my organization immediately, even if I desired to		1.5	.85
	CC 3	My life would be intermittent if I decided to quit now		1.5	.91
	CC 4	I believe I have a few choices to consider quitting this organization.		1.6	.74
CC5	One of the few negative effects of quitting this company will be the lack of alternatives available.	1.6	.74		
			1.7	.89	
Trust	Tru1	I assured that my leader will always treat me equally	.90	1.6	.93
	Tru1	My manager would never attempt to gain from		1.6	.74
				continued	

		deceiving employee			
	Tru1	I have trust in the integrity of my manager		1.8	.94
	Tru1	I feel loyalty to my managers		1.6	.74
	Tru1	I will help my leader in every kind of emergency		1.8	.86
	Tru1	I lost the trust in hospitality career to recover post covid-19		1.4	.77
				1.6	.83
Turnover intention	Tur1	I regularly think to leave that hotel	.74	4.4	.68
	Tur2	It would not take much to make me leave this hotel		4.4	.69
	Tur3	I often seek opportunities in another hotel		3.8	1.1
	Tur4	Recently, I will probably be looking for another career		4.4	.83
	Tur5	I can accept a lower job benefits in a different career		4.5	.68
					4.3

The Sample and Data collection

The population frame for this study is the list of all five-star hotels and resorts in the most famous Egyptian tourism destinations. These destinations are Cairo, Sharm El Sheikh and Hurghada. According to statistics from Egyptian Hotel Association (2020), there are 28 five-star hotels in Greater Cairo, 28 five-star hotels in Hurghada and 34 five-star hotels in Sharm El Shikh. A convenience sample technique was used in this study. A sample of 79 hotels and resorts (25 Greater Cairo, 25 Hurghada and 29 Sharm El Shiekh) were purposively selected to achieve the aim of the research.

Data were collected via self-administrated questionnaires with hotel staff from different division but mainly from rooms and food and beverage division. The data collection operation was conducted over four months specifically during the pandemic period in summer season in 2020. Seven hundred and fifty questionnaires were distributed, 522 questionnaires were received, out of them 70 questionnaires were discarded because of missing data or obviously inappropriate responses. Therefore, 452 questionnaires were valid for analysis, resulting in a response rate of 60.27 percent. The response rate of the present research compares favorably with the rate recommended by Baruch and Holtom (2008), which was 52.7%.

Data Analysis

Statistical Package for the Social Sciences (SPSS) software, version 23.0 was used for data analyze. Frequencies were used to analyze the profile of respondents. Descriptive statistics; i.e. mean and standard deviation were used to analyze the scales. Regression analyses and Pearson correlation were used to test the research hypotheses. Proportion of mediation and Sobel z test (Sobel, 1982) was used as means of testing the mediation.

The Results

Profile of the Sample

Table 2 presents that the majority of the participants (63.3%) were males and 36.7% were females. This is in agreement with the results of Sobaih (2015) that the common of hotel employees in Egypt are males. Results illustrated that 28.8 % were between 25 and 34 years, with slightly lower, (28.2%) were between 35 and 44 years, followed by (22.5%) were 45 years and above, 20.5% were single. The majority of respondents (79.5%) were married with children, while 8.3% were married with no children, followed by 6.6% single, while the lowest (5.7%) were divorced children. As for educational level of the respondents, the majority of hotel employees (90.6%) hold university degree, 3.9% had a PhD degree, 2.6% had a Master degree, 1.5% had a 2-year diploma degree and only (1.2%) did not complete high school. With regard to years of service in their exciting hotels, around one-third of the respondents 28.8% worked between five to 10 years, (28.4%) worked between 11 to 20 years, 22.5% were More than 20 years, 20.5% less than 5 year and more than 6 months.

Table 2

Profile of the Respondents

Characteristi		Freque	Percen
Gender	Male	290	63.3
	Female	168	36.7
Age	Less than 25 years	94	20.5
	25-34 years	132	28.8
	35-44 years	129	28.2
	45 years and above	103	22.5
Marital Status	Married with no children	38	8.3
	Married with children	364	79.5
	Divorced children	26	5.7
	Single	30	6.6
Educational Qualification	Did not complete high school	6	1.2
	2-year diploma degree	7	1.5
	Bachelor's degree	415	90.6
	Master degree	18	3.9
	PhD degree	12	2.6
Experience	Less than 5 year and more than 6	94	20.5
	5 to less than 10 years	131	28.6
	11 to less than 20 years	130	28.4
	More than 20 years	103	22.5
Level of Management	Strategic management level	42	9.2
	Middle management level	185	40.4
	Supervisory Level	141	30.8
	Entry Level	90	19.7
Division	Rooms	215	46.9

continued

	Food and Beverage	179	39.1
	Sales and Marketing	32	7
	Accounting	11	2.4
	Human Resource	7	1.5
	Engineering	14	3.1

Regarding of management level, most respondents were working in the middle-management level 40.4%, followed by (30.8%) were from the supervisory level, (19.7%) were working in entry level. In addition, the majority of respondents 46.9% were work in rooms division, followed by (39.1%) were working in food and beverage division and the rest were working in other division.

Testing the Research Hypotheses

As shown in Table 1, the respondents exhibited a low mean score for two of work attitudes, namely, trust (1.6) and commitment (1.7). Overall, the respondents evaluate these attitudes negatively. On the other hand, results evidenced a high mean score for turnover intention (4.3) and job insecurity (4.4). Nevertheless, difference to the items evaluate the survivors' attitude were noted. For Instance, the means of the items measuring factor (AC5=4.02) were higher than average of the scale (1.7). in the same direction, the mean of the turnover intention item (Turn3= 3.8) was higher than the average of the scale (4.3).

Pearson correlation coefficient was used to examine suggested relationships among research variables: JIS, trust, OC and intention of turnover (see Table 4). Preliminary analyses were performed to guarantee no violation of the assumptions of normality, linearity and homoscedasticity. Results showed that there was a negative and statistically significant correlation between JIS and OC ($r = -.206, p < .01$). furthermore, there was a significant negative correlation between JIS and trust ($r = -.178, p < .01$). On contrary, results showed that JIS had positive, strong and statistically significant correlations with intention of turnover ($r = .918, p < .01$). in term of commitment, results showed that there was a positive and statistically significant correlation between OC and trust ($r = .831, p < .01$). However, there was a negative relationship between OC and turnover intention ($r = -.275, p < .01$). Results also showed that there was a negative relationship among trust and intention of turnover ($r = -.222, p < .01$).

Table 3

Pearson product-moment correlations between research variables

Scale	1	2	3	4
1. Job insecurity	-	-.206**	-.178**	.918**
2. Commitment		-	.831**	-.275**
3. Trust			-	-.222*
4. Turnover intention				-

**Correlation is statistically significant with $p < 0.01$.

Analyses of regression were used to test the study hypotheses. Before applying the regression analysis, the data was checked to evaluate the regression analysis

assumptions and the results revealed that all the assumptions were supported. The results support all of the research hypotheses. The results in Table 3 demonstrates a significant negative path from JIS to OC ($\beta = -0.206, p < 0.001$), and significant negative path from job insecurity to trust ($\beta = -0.178, p < 0.001$). On contrary, JIS has a significant positive effect on turnover intention ($\beta = -0.918, p < 0.001$). Results explored a significant positive path from OC to trust ($\beta = -0.831, p < 0.001$), and a significant negative path from OC to turnover intention ($\beta = -0.275, p < 0.001$). at the end, trust has a significant negative effect on intention of turnover ($\beta = -0.222, p < 0.001$). Therefore, these results revealed that research hypotheses 1,2,3,4,6,7 were supported.

Table 4
Hypotheses Testing Results

Hypotheses	Hypothesized Relationship	Standardized Coefficient	t-value	Result
H1	JIS→ OC	-.206	-4.496***	Supported
H2	TR→ OC	.831	31.952***	Supported
H3	JIS→ TR	-.178	-3.855***	Supported
H4	TR→ TUR	-.222	-4.873***	Supported
H6	JIS→ TUR	.918	49.323***	Supported
H7	OC→ TUR	-.275	-6.096***	Supported

*** $p < 0.001$, ** $p < 0.01$

As shown in Table 4, the standardized paths coefficients from JIS to trust and from trust to turnover intention are significant. The coefficient of the indirect path of job insecurity via trust to turnover intention equaled 0.4 (-0.178×-0.222) and the Sobel test = 3.036, SE = 0.001, $p < 0.011$. The result reveals that the ratio of indirect to total effect equaled 0.30 [$0.4 / (0.4 + 0.918)$]. Therefore, 30.35 % of the variance of turnover intention was explained by both job insecurity and trust and was determined by the indirect path via trust. Accordingly, hypothesis (4) was supported. Moreover, the standardized paths coefficients from job insecurity to commitment and from commitment to turnover intention are significant. The coefficient of the indirect path of job insecurity via commitment to turnover intention equaled 0.06 (-0.206×-0.275) and the Sobel test 3.654, SE 0.012, $p < 0.001$. The result reveals that the ratio of indirect to total effect equaled .40 [$.6 / (.6 + 0.918)$]. Therefore, 40 % of the variance of turnover intention was explained by both job insecurity and commitment and was determined by the indirect path via commitment. Accordingly, hypothesis (8) was supported.

Table 5

Testing Proportion of Mediation of trust and commitment on security and turnover

Hypothesized Relationship	<i>Sec → Trust</i> (a)	<i>Trust → Turn</i> (b)	<i>Sec → Turn</i> (c)	Ratio of Indirect-to-Total Effects	Results
<i>Hypothesis 5: Sec → Trust → Turn</i>	-,178***	-,222***	0.918***	30.35	Supported
Hypothesized Relationship	<i>Sec → Commit</i> (a)	<i>Commit → Turn</i> (b)	<i>Sec → Turn</i> (c)	Ratio of Indirect-to-Total Effects	Results
<i>Hypothesis 8: Sec → Commit → Turn</i>	-0.206***	-.275***	0.918***	40	Supported

*** $p < 0.001$ **DISCUSSION**

The study purpose is to investigate the relations between perception of JIS and other survivors' attitudes (i.e. trust, OC and intention of turnover) between survivors in downsized five starts hotels post Covid-19.

The research results supported Hypothesis (H1, H3) because there is a strong negative relationship between survivors' perception of JIS and two of work attitudes namely OC and trust in the organization. Results indicated that feelings of fears accompanying the period of Covide-19, as well as conducting downsizing planning in most of hotel companies, increased the feelings of JIS between survivors. This result is consisted with previous studies that indicating a negative consequence a of the JIS situation (Brockner, 1988; Spritzer & Mishra, 2002; Armstrong-Stassen, 2002; Hopkins & Weathington, 2006; Elshaer and Saad, 2016). A negative attitude by survivors cannot turn the financial dismiss and make the organization effective and more lucrative (Brockner *et al.*, 1995).

The study results also supported (H2) as we found a positive relationship between survivors' perception of trust in their organization and OC. This implies that though the crisis of Covide-19, survivors still have trust in their organization. They may believe that their management of organizations is experienced and trustworthy from their earlier experiences. Furthermore, level of trust subject to rise when employees feel that HR decisions are process on fair actions (Hon & Lu, 2010). Furthermore, the results support (H4) indicating that there is adverse relationship between perception of trust and intention of turnover. This is result is in agreement with study of Mishra *et al.*, (1998) that confirmed, trust feelings in organization decrease the feelings of threat toward their jobs and translated to more positive work responses. With that in mind, it is no wonder that survivors with high trust in their management are more committed to organization and have less turnover planned even though the current crisis not yet ended. It is not surprising that, while the recent crisis has not yet ended, survivors with high level of trust in their leadership are more loyal to organization and have less planned to leave their job.

Research results also support (H5), the partial mediation of several of the proposed relationships. Results indicated that trust partially mediated the relationship between turnover intention and JIS. In a similar, the study results support (H8), OC partially mediated the relationship JIS and turnover intention. These findings demonstrated that trust in management and commitment to organization will reduce the level of job insecurity and intention to quiet.

The study hypotheses (H6) received support as we found a positive connection among feeling of JIS and intentions of turnover. This finding is consisted with past studies (Krausz *et al.*, 1999; Cheng & Chan, 2008). Such significant relations have a noteworthy impact on the inefficiency of the approach of downsizing. Dekker and Schaufeli (1995), argued that turnover of qualified survivors, as outcome to perception of JIS, is a direct anterior of low organizational efficiency. in particular, experienced survivors can easily find an alternative job, consequently, they are preferred to leave their job when they feel JIS (Cheng & Chan, 2008). Additionally, results revealed that some of survivors are planned to change their career to different industry.

The study hypotheses (H7) received support that indicating a negative relation between OC and turnover intention. This suggestion is in agreement with previous studies (Robinson, 1992; Gilboa *et al.*, 2008; Staufenbiel & Koenig, 2010). The results suggest that emotional of survivors' attachment to the management of organization has an important impact in decreasing their potential to turnover. Such emotional connection is inspired from survivors' trust in the organization. Therefore, nevertheless the uncertain organizational situation, survivors tend to retain their membership in the organizational. These findings are very important because survivors with feelings of JIS are predictable to experience negative behavior towards their organization. Though, they may continue with good level of hard working because of the influence of their emotional relationship with the management of organization. Such emotional relation can be described in terms of survivors' trust and commitment to organization.

CONCLUSIONS

Although the impact of pandemic of Covid-19 on hospitality industry is fairly well known, research on employees' attitudes in hotel career post the pandemic is lacking. This research examined the impact of survivors' feelings of JIS on their attitudes (i.e. commitment, trust, and intention to turnover) within downsized five-stars hotels. Depend on data collected from 452 survivors, results indicated that JIS is linked with declines in commitment and trust and increase intentions to quiet level. Such relationships are likely to adversely influence the organizational efficiency post downsizing time. Nevertheless, the noteworthy positive relationships found between OC, trust, and low level of intention to turnover can break the strength of the negative consequences of JIS.

Further the theoretical results, the research also suggests some practical suggestions for hotel managers. Results indicate that being viewed as trustworthy for decision-makers has a substantial effect on decreasing the negative attitudes of survivors (i.e.

low commitment and high turnover rate) in the organization. Trust in the organization are built and increased based on managers' decisions and practices (Dirks & Ferrin, 2002; Hon & Lu, 2010). For illustration, the justice of performance appraisals, communication, employee engagement, coaching and assistance with work tasks are impressive HR practices (Saad, 2013). Such procedures may establish positive attitudes between survivors that have a positive effect on the entire organization. Furthermore, it is essential for management, to recognize likely changes in survivors' attitudes and their influence on the organizational objectives. This will point managers to the need to adjust or develop existing and traditional HR procedures or services to cope with the new attitudes of survivors at work. Due to their link in everyday work life, the line supervisor and managers may provide management with insights related to the attitudes of employees (Saad, 2013). Ensuring employees' feeling of trust in the organization by suitable HR procedures (e.g. employee engagement and training programs) doubtless creates positive attitudes to their management. Once survivors' belief in their leadership is trustworthy, they will be more dedicated to their role, more dedicated to new ideas, more prepared to follow hard decisions, and less willing to turnover. Securing survivors' trust in the management might support in ensuring eventual positive reaction of survivors, avoiding the possibility and risk of losing professional employees and securing the future of the organization.

Limitations and Future Research

Despite the contribution of the current study, it also has some limitations like many of the other studies. One of the theoretical limitations of this study is that the study framework does not include some labor market determinations of job leave decision. Because decisions to quit could be affected by the availability of job opportunities in the hotel career or even outside the hotel. Furthermore, the study framework did not include all variables that affect employee turnover decisions like justice and human resource management practices. Further research could be investigated on these variables. The self-report format of the questionnaire poses the problem of honesty in reporting attitudes. Moreover, perceptions of employees may not be accurate, resulting in a limitation. The types of hotels may affect the results since the sample included only five-star hotels, which are supposed to have different practices of human resource management compared to other types of hotels.

Further studies could take a larger sample and extend the sampling process beyond Cairo, Sharm Elsheikh and Hurghada areas to include other regions and different categories of hotel classifications such as economy hotels. Overall, this study offers scope for researchers and practitioners that can be used in defining suitable practices to understand the possible changes of survivors' post-Covid-19 that can be applied in the hotel industry to enhance organizational operations.

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ردود الفعل على كوفيد-19: تأثير انعدام الأمن الوظيفي على سلوك العاملين الباقين في

الفنادق الخمسة نجوم

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المخلص

أثرت جائحة كورونا سلباً على صناعة الفنادق، ولذلك قامت العديد من الفنادق بخفض عدد العاملين بها، بينما قد يشعر العاملون الباقون في الفنادق بالخوف من المستقبل وانعدام الأمن الوظيفي. حيث أظهرت دراسات سابقة التأثير الساقط لكوفيد-19 على صناعة الضيافة بصفة عامة، ولكن لا يُعرف الكثير حتى الآن عن هذا التأثير على ردود أفعال الموظفين وسلوكهم. ولذلك فإن هذا البحث يقيم تأثير انعدام الأمن الوظيفي على سلوك العاملين الباقين في الفنادق (وخاصة الالتزام التنظيمي والثقة ونية ترك العمل). تم جمع بيانات الدراسة باستخدام استمارة استبيان لعدد 452 من العاملين بفنادق الخمسة نجوم الموجودة بمحافظة القاهرة، شرم الشيخ والغردقة. وتم تحليل النتائج المتحصل عليها إحصائياً بمساعدة الحزمة الإحصائية SPSS، وخلص البحث إلى أن شعور العاملين الباقين بغياب الأمن الوظيفي يرتبط ارتباطاً قوياً برغبتهم في ترك العمل، وقد تمتد أيضاً إلى تغيير العمل بالمجال الفندقي بشكل عام وهو ما يعتبر خطراً يهدد المجال الفندقي. كما أظهرت النتائج أيضاً أن الرغبة في ترك العمل تضعف عند زيادة ثقة العاملين الباقين بمؤسساتهم وكذلك عند التزام ومساندة هذه المؤسسات للعاملين الباقين بها خلال هذه الجائحة.

معلومات المقالة

الكلمات المفتاحية

كوفيد-19؛ غياب الأمن الوظيفي؛ الالتزام المؤسسي؛ النية في ترك العمل؛ فنادق الخمسة نجوم.

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