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EGYPTIAN HOTELS' AND TRAVEL AGENCIES' WORKERS DURING COVID-19 PANDEMIC: BETWEEN RETENTION AND LAYOFFS

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العمالة المصرية في الفنادق وشركات السياحة خلال جائحة كورونا: بين البقاء والتسرب

إعداد

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المستخلص

يركز هذا البحث على اكتشاف ما إذا كانت هناك أي علاقات وتأثيرات بين المتغيرات التابعة والمستقلة التالية: بيئة العمل (WE) ، والعوامل الإدارية (MF) ، والعوامل الاقتصادية (EF) ، والعوامل الصحية (HF) ، وبقاء/ تسريح العاملين. اختار البحث طريقة المسح باعتبارها الإستراتيجية الأنسب لفلسفة البحث المستخدمة (الفلسفة الوضعية) ، والمنهج المتبع (الاستنتاجي) ، والتصميم (الكمي) ، وطبيعة البحث (التوضيحي) ، وأهداف الدراسة (اختبار العلاقات بين المتغيرات). . تم حساب العينة المستهدفة للدراسة باستخدام برنامج G * Power الإصدار 3 وتضمنت 540 موظفًا من الفنادق ووكالات السفر في مدن الغردقة وسفاجا ومرسى علم (384 لموظفي الفنادق و 156 لموظفي وكالات السفر). ووجدت الدراسة أن جميع عوامل بيئة العمل والعوامل الإدارية والاقتصادية والصحية أقل من المستوى القياسي. لذلك ، تم التوصل إلى أن معظم عمال الفنادق ووكالات

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السفر لا يتم تعويضهم بشكل إيجابي من حيث العوامل الإدارية والاقتصادية والصحية أثناء جائحة COVID-19. تمت التوصية بأن تقوم إدارة الفنادق ووكالات السفر بمراجعة التدابير الاحترازية الحالية لديها لتحديد مدى اتفاقها مع المتطلبات الدولية وأنها قابلة للمقارنة مع تلك المستخدمة من قبل منافسيها. أوصى البحث أيضًا أنه من أجل ضمان ولاء الموظفين والاحتفاظ بهم ، يجب على إدارة الفنادق والسفر اعتماد سياسات صحية واقتصادية وإدارية في مكان العمل أثناء جائحة COVID-19.

الكلمات الدالة: بقاء/تسرب العمالة، جائحة كورونا، بيئة العمل، العوامل الادارية، العوامل الاقتصادية، العوامل الصحية

Egyptian Hotels' and Travel Agencies' Workers during COVID-19 Pandemic: Between Retention and Layoffs

Abstract

The focus of this research was to discover if there were any relationships and effects between the following dependent and independent variables: work environment (WE), managerial factors (MF), economic factors (EF), health factors (HF), and the workers' retention/layoff (R/L). The research selected the survey as the most suitable strategy to the adopted research philosophy (positivism), approach (deductive), design (quantitative), the nature of the research (explanatory), and the objectives of the study (testing relationships between variables). The study's target sample was calculated using G*Power software version 3 and included 540 employees from hotels and travel agencies in

the cities of Hurghada, Safaga, and Marsa Alam (384 for hotels' emloyees and 156 for travel agencies' emloyees). The study found out that all work environment, managerial, economic, and health factors are lower than the standard level. It was therefore concluded that most hotels and travel agencies workers are not favorably compensated in terms of managerial, economic and health factors during COVID-19 pandemic. It was recommended that hotel and travel agency management should examine their current precautionary measures systems to determine that they meet international requirements and are comparable to those used by their rivals. Also, the research recommended that in order to ensure staff loyalty and retention, hotel and travel agency management must adopt workplace health, economic, and managerial policies during the COVID-19 pandemic.

Keywords: Retention/Layoff, COVID-19 Pandemic, Work Environment, Managerial Factors, Economic Factors, Health Factors

Theoretical background

Covid-19 and its impacts on Hospitality workers:

- **Environmental and Economic factors**

Gupta (2020) stated that global or national hospitality sector nowadays they are additional working on reduce the attrition and maintained their worker for the longer period which reflect the success of that organization. So that's human resource and learning-development division are more concentrating on creating a good and acceptable

working culture and environment where they are more absorbed that's worker engagement, New chance and growth, workers reward and rewards ceremony, yearly day, family support and safety, education, establishing the events like theme parties, lunch, dinner, sports day etc. They will guarantee this will be follow in the corporation and make the workplace more friendly and acceptable.

According to Gabriel et al., (2020) this epidemic and this have negatively influenced the income of several businesses in the hospitality sector. This negative influence on the industry has pushed many businesses in the industry to layoff workers because of the obligation of meeting the salary bill of their workers. Some of the businesses have decided to use layoff as a strategy to recuperate their businesses include hotels such as Camel Valley Ranch, Carlyle and Plaza Hotels, Claremont Hotel Properties, Four Seasons Hotel, Eden Roc Hotel, The Palace Hotel, Pebblebrook Hotel Trust and Sage Hospitality Trust.

Millions of hotel and foodservice workers are suffering stress levels that are higher than ever before, as layoff and furloughed workers carry the effect of COVID-19. In addition, some economists think that this enormous unemployment point will be momentary, and many jobs will return, but also add that not all missing jobs will return and will rely on the course of the virus aside from the sequence of universal economic recovery, which is principally related for the global tourism and hospitality business ((Wanjala, 2020).

Bibby et al., (2020) demonstrated that the COVID-19 pandemic commenced new kinds of dynamics that necessary workers to adjust to new criteria and governments to introduce new strategies during the lockdown. In addition, Balderson et al., (2020) mentioned that as part of labor force modifications, many workers began working from home with the same number of hours, whereas others were working with lowered hours. Also, many workers in certain jobs, identified as vital workers, increased their hours considerably (Kamerāde et al 2019).

Anter and Atia (2015) stated that the seven concealed reasons workers leave are the job or work was not as predictable; the disparity between job and worker; too little training and feedback; too insufficient growth progression chances; feeling diminished and unrecognized; finally, pressure from overwork and work life imbalance. In addition to, layoff refers to a worker's abandoning an organization. Worker layoff has possibly dangerous consequences such as poor consumer service and poor business – large performance. Also, when workers go away, their jobs still need to be completed by someone, so corporations spend time recruiting, employment, and training new workers.

There is a set of factors that impact the retaining or layoff the worker for his work, as follows: environmental factors have an impact on whether the worker left his work inside the organization or not, including the hesitation of the

economic condition, technological development and its' hastening, and social variations (Robbins and Judge,2007).

- **Managerial and healthy factors**

COVID-19 has caused an extraordinary pandemic to all businesses all over the world. Tourism, accommodation, and tourism businesses, noticeably sensitive to serious tremors such as the occurrence of pandemics, are suffering a sharp decline in demand (Nicola et al., 2020). The hotel industry has suffered dramatic sales defeats as occupancy levels have mostly fallen due to social isolation and the extreme decline in the number of visitors (Sobieralski, 2020). The hotel industry suffered an employment blow earlier than other businesses, with a sharp decline in the number of workers and a remarkable rise in the number on interim leave. In the case of South Korea, the entrance of foreign persons into the country was limited in response to COVID-19, and demand for local travel also reduced considerably, causing a serious managing pandemic in hotels (Stergiou and Farmaki, 2020).

According to Anter and atia (2014) layoff is mostly commonly caused by times of unwelcome financial pressure and changes in a business's industry condition, as a response to changes in demand. On a long-term level layoff can even be caused by insufficient job increase.

workers often suffer difficult work circumstances and experience unequal levels of workplace pressure. Their workers' immigration status, language obstacles, and

several personal and managerial factors leave them particularly susceptible to elevated professional health and safety risks (Sonmeza et al., 2020)

The role of government in retention employment in the hospitality sector

Shorouknews (2020) reported that Magdy Hanin, head of the Tourism Committee at the Egyptian-British Chamber, called on the tourism sector to preserve the existing workforce and not to dispense with them after they received training and obtained work experience. In addition, stressing that the layoff will harm the sector completely when the movement returns. Also, Hanin said that fixed and floating hotels in southern Upper Egypt employ about 30,000 fixed and seasonal workers. In addition, pointing out the need to consider the social and human dimension of the workers in the sector, in whom companies and hotels have invested through continuous training and providing them with the necessary experience. We must also beware of the repetition of the bad experience of 2011 during which the competencies abandoned the tourism sector, which put us in a big dilemma about the return of the movement.

Elwatannews (2021) stated that Abdel-Latif, a member of the South Sinai Tourism Investors Association, said that the owners of hotels, companies, restaurants and tourist establishments, had not laid off any of their workers, and committed themselves to pay their salaries and dues during the COVID-19 pandemic that struck the tourism sector last February, and caused a state of recession and the cessation

of many activities Tourism, calling on the government to help the tourism sector by stopping the collection of government dues, for a temporary period until the inbound tourism movement returns to normal.

Blanchard et al (2020) confirmed that presently, job-retention systems probably enrol a fourth to a third of private sector workers in several European countries. In addition, the systems are typically extra substantial than overall unemployment insurance and have a rather diverse goal. Also, the systems aim to afford income to nonworking workers while protecting the employment bond. Theoretically, they protect typically the worker, but also the firm. Also, these systems worked fine through the lockdown. Guard did not come at the cost of job search, as job suggestions misshapen and there was slight point in searching. Wherever job retention systems are in place, they should be preserved rather than ended.

The organizational factors that have an impact on the retention or layoff the worker for his work

Nelson and Quick, (2002) showed the organizational factors that have an impact on the retention or layoff the worker for his work within the organization are the nature of work and its requirements, the role of the individual in the organization (ambiguity of the job role - role conflict - work burden), the nature of relationships between workers within the work environment, the organizational structure, the pattern of organizational leadership, environment working conditions and salaries and incentives.

Regarding the personal factors of the worker that have an impact on the retention or layoff, they are pressures that arise from factors and circumstances related to the individual's private life, which are external factors such as family problems and pressures that arise from within the individual, which are internal factors such as the pursuit of an unattainable goal (Robbins,2005).

It can be pointed out that the organizational justice dimensions within the organization are represented in three main dimensions in addition to the fairness of performance evaluation:

Equity distribution represented in the fair distribution of rewards and resources among the workers of the organization, as well as fairness in promotion and incentives. Distribution equity has three main rules, the first of which is the equality rule, which is based on the idea of giving rewards based on equitable contributions to the distribution of rewards without any defect, the quality rule, which means equal opportunities for all workers without being restricted to individual characteristics in obtaining based on rewards, the need rule, which is based on providing individuals with an urgent need over others (Kamaazura et al., 20016).

Fairness of procedures represents the workers' perception of the fairness of the processes used in making decisions about allocating the organization's resources. Procedural justice has two aspects: a structural aspect, which means formal procedures for justice within the organization, such as

performance evaluation, wage determination, transfer and promotion, and a social aspect, and it refers to the respect of decision-makers for workers by telling them how to make decisions (Hemedi and Nasurdin, 2006).

Transaction's fairness refers to workers' perceptions regarding the treatment they receive during the application of official procedures, and transactional justice consists of two main components: personal sensitivity, which refers to fair treatment with politely and respect on the part of heads and departments, and social interpretations, which means providing workers with sufficient information that explains and justifies various management practices (Airfan and Mohamed, 2019.

Workers' perceptions of transactional fairness are determined based on four factors, which are the extent to which there are clear justifications for the decisions taken, the extent of the authority's personal and strictness, the extent of the authority's respect for workers, and the extent of the authority's commitment (Jeewandara and Kumari,2020).

Methodology

The philosophy used in this research is positivism, which has two characteristics. First, Positivism arose from empiricism and foundationalism, with positivists emphasising objectivity and hypothesis testing (Rayan, 2018). Second, because it necessitates statistical analysis, positivism is better suited to quantitative studies than

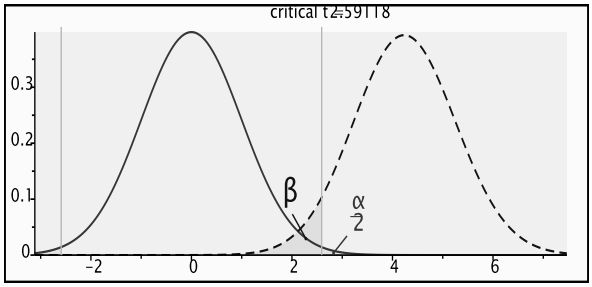
qualitative ones. (Saunders et al., 2016). Because one of the major requirements of positivist research is that it rely on unbiased data, the survey strategy is consistent with the positivism research paradigm (Bryman, 2012). The deductive research approach is linked to the survey strategy (such as the current research) (Park et al., 2019). In research aligned with positivism, quantitative approaches are used to identify explanatory associations or causal relationships, the survey is one of the most important quantitative strategies, especially in organisational research ((Park et al., 2019). The researchers used a questionnaire as a data collection tool in this research, which is the most common survey data collection methods (Creswell, 2014). Questionnaires allow for the low-cost collection of data from a large sample; they are also the speediest survey method, allows the investigator to receive data from the participants in a short amount of time (Neuman, 2014). The questionnaire survey in this research was conducted using two methods: supervised delivery & collection and the internet (a combination of the employees emails and employees web-pages) (Bryman, 2012). The data collection for research that relies on questionnaires can be cross-sectional or longitudinal. Cross-sectional research is frequently associated with quantitative design, social sciences, , and survey methodology (Zangirolami-Raimundo, 2018). The current research was based on a cross-sectional time frame.

Sample of the research

In quantitative research, the results can be applied to the entire research population, According to Neuman (2014), in a quantitative research, if the researcher selects the sample carefully and follows proper procedures, the results can be generalized to the entire research population. As a result, in quantitative studies, the primary goal of sampling is to create a representative sample (Joseph et. al., 2018 and Delice, 2010). The researchers' goal in this research is to find the most appropriate technique for gathering data from a representative sample. Wherefore, the cluster sampling method was chosen among several sampling methods for this research. The appropriate sample size for this research is determined by statistical power by using G*Power software version 3 (Faul et al., 2007). According to Cohen (1992), the relationships between the following four variables are used in statistical power analysis: significance level (α), sample size (N), statistical power (1 - β), and effect size (F^2). The researchers select a priori compute required sample size as the type of analysis, (T) test as a test family, and differencies between two independent means as a statistical test option in the G*Power programme window. Moreover, the researchers figure out the input parameters as follow: (α error probability) is 0.01, statistical power (1 - β error probability) level of 0.95 that recommended by (Hair et al, 2014), the effect size (F^2) is 0.5 as a medium level (Hair et al, 2014), allocation ratio (N_2/N_1) is 2, and critical t is 2.59118 (see fig. 1). In the case of previous G*Power entries, the appropriate sample size is 324 employees, divided evenly between hotels (216) and

travel agencies (108). Regarding the above results from G*Power program, the researchers disributed 600 quastionnaires, (400) for hotels' emloyees and (200) for travel agencies' emloyees at these Red Sea governorate cities (Hurghada, Safaga, Marsa Alam) as avital touristic cities. Out of this number 540 (384 for hotels' emloyees and 156 for travel agencies' emloyees) forms are valid to be analyzed (representing 90 % response rate). These questionnaire forms were distributed from June 2021 to October 2021.

Fig. 1: Distribution plot of the sample parameters



Reliability and validity of the research

The scale's quality was assessed using the scale reliability and fit indices of confirmatory factor analysis (CFA) as follow:

Reliability of the research

All of the scale instruments were reliable, with Cronbach's alpha values greater than 0.7. (See table 1). Hair et al. (2010) argue that a Cronbach's alpha of 0.7 or higher is considered reliable.

Table 1: Reliability analysis of the independent variables used in the research

The Axis	No. of statements	Alpha Coefficient
Work Environmenr (WE)	8	0.870
Managerial Factors (MF)	14	0.794
Economic Factors (EF)	6	0.924
Health Factors (HF)	12	0.890
Retention/Layoff (R/L)	5	0.931

Validity of the research

The researchers used a confirmatory factor analysis (CFA) to test the internal consistency of the research's main dimensions. Work Environmenr (WE) is a one-factor construct with eight items, Managerial Factors (MF) have fourteen items, Economic Factors (EF) have six items, Health Factors (HF) have twelve items, and Retention/Layoff (R/L) has five items. The data fully fit the proposed five-factor model (AGFI=0.82>0.80, GFI=0.85>0.80), according to the CFA, with all pertinent questionnaire items loading significantly on their intentional constructs (P<0.05). AGFI and GFI values greater than 0.8, according to Mac-Callum and Hong (1997), indicate a good model fit. Based on Kaiser and Rice

(1974), the KMO test of 0.91 suggested a commendable level, and the Bartlett's test for sphericity was significant, $\chi^2 = 4083$, $p = 0.000$ (see table 2).

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.91
Bartlett's Test of Sphericity	Approx. Chi-Square	4083
	Sig.	.000

Research hypothesis

The following main hypotheses and sub-hypotheses were explored in this research:

H_1: There are statistically significant differences between hotels and travel agencies regarding the research variables (work environment, managerial factors, economic factors, health factors, and retention/layoff) at significant level of 0.05.

- **$H_{1.1}$:** There are statistically significant differences between hotels and travel agencies regarding the work environment at significant level of 0.05.
- **$H_{1.2}$:** There are statistically significant differences between hotels and travel agencies regarding the managerial factors at significant level of 0.05.
- **$H_{1.3}$:** There are statistically significant differences between hotels and travel agencies regarding the economic factors at significant level of 0.05.

$H_{1.4}$: There are statistically significant differences between hotels and travel agencies regarding the health factors at significant level of 0.05.

$H_{1.5}$: There are statistically significant differences between hotels and travel agencies regarding the retention/layoff at significant level of 0.05.

H_2: There are statistically significant influences of research variables (work environment, managerial factors, economic factors, health factors) on employees' retention/layoff at significant level of 0.05.

$H_{2.1}$: There is statistically significant influence of work environment on employees' retention/layoff at significant level of 0.05.

$H_{2.1}$: There is statistically significant influence of managerial factors on employees' retention/layoff at significant level of 0.05.

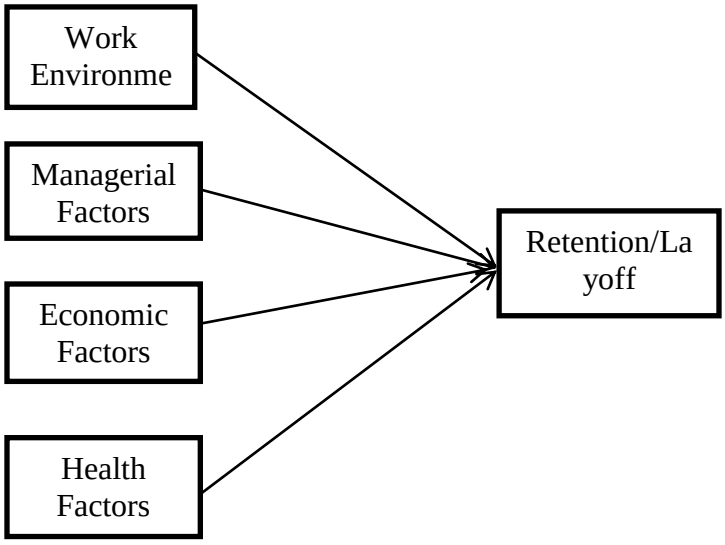
$H_{2.3}$: There is statistically significant influence of economic factors on employees' retention/layoff at significant level of 0.05.

$H_{2.4}$: There is statistically significant influence of health factors on employees' retention/layoff at significant level of 0.05.

Research Model

The following research conceptual model is developed based on the previous hypotheses:

Figure 2: Research conceptual model



Results

Descriptive statistics

Work environment during the COVID-19 pandemic

Table 3: Descriptive statistics for work environment during the COVID-19 pandemic at hotels and travel agencies

Code	Statements	*M*	*SD*	Sig.	Rank
ENV_1	During COVID-19, the job allows	2.60	1.325	.000	8

	me to pursue my personal ambitions.				
ENV_2	Due to the implementation of appropriate precautionary measures during the COVID-19 pandemic, I have no desire to change jobs.	2.70	1.362	.000	7
ENV_3	During the COVID-19 pandemic, there is harmony between me and my coworkers.	3.62	1.327	.000	3
ENV_4	During the COVID-19 pandemic, the administration is interested in spreading the spirit of cooperation and raising employee morale, which has an impact on	2.85	1.319	.000	6

	organisational behaviour and attitude.				
ENV_5	During the COVID-19 pandemic, the official working time is sufficient to complete the required work.	3.38	1.106	.000	4
ENV_6	I have the necessary experience to complete the tasks that have been assigned to me during the COVID-19 pandemic.	4.41	.856	.000	1
ENV_7	During the COVID-19 pandemic, I enjoy repeating the same tasks at work.	3.15	1.263	.000	5
ENV_8	During the COVID-19 pandemic, I	3.71	1.317	.000	2

	communicate with my coworkers and work together as a team.				
Overall mean		3.3019	.91125	.000	

Table 3 showed that the most influential managerial factors are; ENV_6 (M=4.41), ENV_8 (M= 3.71), and ENV_3 (M=3.62) respectively. This finding was agreed with the results of the study conducted by Gupta (2020) that, the work place management is currently focusing on lowering attrition and keeping employees for longer periods of time. On the other hand, the least effective factors were ENV_1 (M= 2.60), ENV_2 (M= 2.70), and ENV_4 (M= 2.85) respectively. The *P*-value of the one-sample T-test (0.000) for all variables was less than 0.05 in the previous table, indicating that there are significant differences between the level of these factors and the test value (4). In other words, with the exception of the ENV_6 factor (M=4.41 > 4), all work environment factors are lower than the standard level. These findings differ from the recommendations made by Bibby et al., (2020) that the management must develop new sorts of dynamics to match new standards and pandemic management during the COVID-19.

Managerial Factors

Table 4: Descriptive statistics for managerial factors during the COVID-19 pandemic at hotels and travel agencies

Code	Statements	*M*	*SD*	Sig.	Rank
MGR-F_1	During the COVID-19 pandemic, i has a desire to work in my establishment that provide better benefits	4.34	1.107	.000	1
MGR-F_2	During the COVID-19 pandemic, there are reasonable opportunities for upgrade at the work.	2.58	1.323	.000	14
MGR-F_3	During the COVID-19 pandemic, I have no problems with the current management.	3.10	1.424	.000	8
MGR-F_4	During the COVID-19 pandemic, I see	3.52	1.253	.000	3

	that my current job is commensurate with my educational qualifications.				
MGR-F_5	During the COVID-19 pandemic, I worked in the department that matched my specialisation.	4.01	1.099	.907	2
MGR-F_6	During the COVID-19 pandemic, the management is using sound scientific methods to address work pressures and manage conflicts.	2.93	1.408	.000	10
MGR-F_7	During the COVID-19 pandemic, the direct manager	3.24	1.258	.000	6

	considers justice when dealing with coworkers				
MGR-F_8	During the COVID-19 pandemic, employees at all levels of an organization are involved in making administrative decisions.	2.84	1.376	.000	12
MGR-F_9	During the COVID-19 pandemic, the management allows workers to voice their opinions and debate the problems they face at work.	2.88	1.368	.000	11
MGR-F_{10}	The management is given the right to upgrade based on the principle of merit to work	2.72	1.332	.000	13

	without prejudice or discrimination during the COVID-19 pandemic				
MGR-F_{11}	During the COVID-19 pandemic, managers resolve conflicts and internal conflicts among employees with integrity and impartiality.	2.96	1.290	.000	9
MGR-F_{12}	During the COVID-19 pandemic, I don't have a lot of work that needs to be completed at the same time.	3.16	1.311	.000	7
MGR-F_{13}	During the COVID-19 pandemic, I did not receive contradictory instructions from	3.28	1.401	.000	5

	more than one official.				
MGR-F_{14}	During the COVID-19 pandemic, work procedures are sufficiently clear.	3.50	1.498	.000	4
Overall mean		3.2177	.98232		.000

The previous table (table 4) showed that the most influential managerial factors are; MGR-F_1 (M=4.34), MGR-F_5 (M= 4.01), and MGR-F_4 (M=3.52) respectively. On the other hand, the least effective factors were MGR-F_2 (M= 2.52), MGR-F_{10} (M= 2.72), and MGR-F_8 (M= 2.84) respectively. This result agreed with the results of the study of Sonmeza et al., (2020) that insufficient job upgrade can even result in layoffs. Workers are frequently put in tough situations at work and are subjected to unequal amounts of workplace pressure during the pandemic periods. The *P*-value of the one-sample T-test (0.000) for all variables was less than 0.05 in the previous table, indicating that there are significant differences between the level of these factors and the test value (4) except the MGR-F_4 factor (*P*-value=907). In other words, with the exception of the MGR-F_4 factor, all work managerial factors are lower than the standard level.

Economic Factors

Table 5: Descriptive statistics for economic factors during the COVID-19 pandemic at hotels and travel agencies

Code	Statements	*M*	*SD*	Sig.	Rank
ECO-F_1	During the COVID-19 pandemic, i has a desire to work in hotels that provide better benefits	2.78	1.870	.000	1
ECO-F_2	During the COVID-19 pandemic, there are reasonable opportunities for upgrade at the work.	1.73	.954	.000	6
ECO-F_3	During the COVID-19 pandemic, I have no problems with the current management.	1.98	1.041	.000	4
ECO-F_4	During the COVID-19 pandemic, I see	2.04	1.008	.000	3

	that my current job is commensurate with my educational qualifications.				
ECO -F_5	During the COVID-19 pandemic, I worked in the department that matched my specialisation.	2.41	1.092	.000	2
ECO -F_6	During the COVID-19 pandemic, the management is using sound scientific methods to address work pressures and manage conflicts.	1.96	.994	.000	5
Overall mean		2.1503	.75127	.000	

Table 5 showed that the most influential economic factors are; ECO-F_1 (M=2.78), ECO-F_5 (M= 2.41), and ECO-F_4 (M=2.04) respectively. On the other hand, the least

effective factors were ECO-F_2 (M= 1.73), ECO-F_6 (M= 1.96), and ECO-F_3 (M= 1.98) respectively. The P-value of the one-sample T-test (0.000) for all variables was less than 0.05 in the previous table, indicating that there are significant differences between the level of these factors and the test value (4). In other words, all work economic factors are lower than the standard level. This result corroborated the findings of Gabriel et al., (2020), which found that due to the pandemic's economic detrimental impact on the tourism industry; numerous enterprises were compelled to lay off workers in order to satisfy their workers' salary commitments.

Health Factors

Table 6: Descriptive statistics for health factors during the COVID-19 pandemic at hotels and travel agencies

Code	Statements	*M*	*SD*	Sig.	Rank
HET-F_1	During the COVID-19 pandemic, the hotel where I work was considered a safe work place.	3.61	1.306	.000	3
HET-F_2	I assure my family that they are not infected with the	3.76	1.504	.000	2

	COVID-19 pandemic.				
HET-F_3	I am not concerned about contracting the COVID-19 pandemic at my workplace.	3.16	1.627	.000	6
HET-F_4	The prevalence of COVID-19 infections is considered low.	2.91	1.385	.000	7
HET-F_5	During the COVID-19 pandemic, the management is taking appropriate precautionary measures.	3.54	1.312	.000	4
HET-F_6	There have been no cases of COVID-19infections among customers at work.	3.29	1.326	.000	5

HET–F_7	The management offers an anti-COVID-19 vaccine.	4.10	1.059	.029	1
Overall mean		1.07179	3.4810	.000	

Table 6 showed that the most influential health factors are; HET–F_7 (M=4.10), HET–F_2 (M= 3.76), and HET–F_1 (M=3.61) respectively. On the other hand, the least effective factors were HET–F_4 (M= 2.91), HET–F_3 (M= 3.16), and HET–F_6 (M= 3.29) respectively. The *P*-value of the one-sample T-test for all variables was less than 0.05 in the previous table, indicating that there are significant differences between the level of these factors and the test value (4). In other words, with the exception of the HET–F_7 factor (M=4.10 > 4), all work health factors are lower than the standard level. This result corroborated the findings of world health organization remarks (2020) that due to the huge proportion of the labour force, which may enhance the danger of disease dissemination in the community, workplace safeguards in non-healthcare settings are just as critical as those in hospital settings during the COVID-19 pandemic.

Retention/Layoff (R/L) Intention

Table 7: Descriptive statistics for (R/L) Intention during the COVID-19 pandemic at hotels and travel agencies

Code	Statements	*M*	*SD*	Sig.	Rank
R/L-F_1	During the COVID-19 pandemic, I intend to stay at my job.	3.24	1.386	.000	1
R/L-F_2	In light of the managerial factors during the COVID-19 pandemic, I intend to stay in my job.	3.06	1.362	.000	2
R/L-F_3	In light of the economic factors during the COVID-19 pandemic, I intend to stay in my job.	2.84	1.382	.000	4
R/L-F_4	In light of the health factors during the COVID-19 pandemic, I intend to stay in my job.	2.78	1.538	.000	5

R/L-F_5	During the COVID-19 pandemic, I urge my coworkers to stay at work.	2.86	1.450	.000	3
Overall mean		1.30388	2.9585	.000	

The previous table (table 7) showed that the most powerful influences are; R/L-F_1 (M=3.24), R/L-F_2 (M= 3.06), and R/L-F_5 (M=2.86) respectively. On the other hand, the least effective factors were R/L-F_4 (M= 2.78), and R/L-F_3 (M= 2.84) respectively. The P-value of the one-sample T-test (0.000) for all variables was less than 0.05 in the previous table, indicating that there are significant differences between the level of these factors and the test value (4). Alternatively, all retention/layoff (R/L) intention factors are lower than the standard level. This finding reflects workers' proclivity to layoff their employment during the COVID-19 pandemic. This result also agreed with the fiinding of the research of Eliza et al., (2020) that the majority of workers stated that they were dissatisfied with the policies implemented during the COVID-19 pandemic.

Test of hypotheses:

Independent samples T test was used to test the firist main hypothesis and sub hypotheses as follows (tables 8-12):

Table (8): Differences between hotels and travel agencies regarding the work environment at significant level of 0.05.

	Organization	N	mean	Std	Sig.
Work Environment	hotels	384	3.19	.96	.000
	travel agencies	156	3.57	.69	

Table (8) showed that the significance value was (0.000), indicating that there is significant difference in the level of work environment between hotels and travel agencies, this difference is in favor of travel agencies (M= 3.57, Std= 0.69). As a result of this finding, the research's firist sub-hypothesis ($H_{1.1}$) was acceptable. On the other word, *there are statistically significant differences between hotels and travel agencies regarding the work environment at significant level of 0.05.*

Table (9): Differences between hotels and travel agencies regarding the managerial factors at significant level of 0.05.

	Organization	N	mean	Std	Sig.
The managerial factors	hotels	384	3.11	.979	.002
	travel agencies	156	3.4	.971	

Table (9) showed that the significance value was (0.000), indicating that there is significant difference in the level of the managerial factors between hotels and travel agencies, this difference is in favor of travel agencies (M= 3.4, Std= 0.971). As a result of this finding, the research's secong sub- hypothesis ($H_{1.2}$) was acceptable. On the other word, *there are statistically significant differences between hotels*

and travel agencies regarding the managerial factors at significant level of 0.0.5.

Table (10): Differences between hotels and travel agencies regarding the economic factors at significant level of 0.05.

	Organization	N	mean	Std	Sig.
The economic factors	hotels	384	2.13	.79	.408
	travel agencies	156	2.19	.61	

Table (10) showed that the significance value was (0.408 > 0.05), indicating that there is no significant difference in the level of the economic factors between hotels and travel agencies, As a result of this finding, the research's third sub- hypothesis ($H_{1.3}$) was not acceptable. On the other word, *there are no statistically significant differences between hotels and travel agencies regarding the economic factors at significant level of 0.05.*

Table (11): Differences between hotels and travel agencies regarding the health factors at significant level of 0.05.

	Organization	N	mean	Std	Sig.
The economic factors	hotels	384	3.4	1.1	.01
	travel agencies	156	3.6	.9	

Table (11) showed that the significance value was (0.01 < 0.05), indicating that there is significant difference in the

level of the health factors between hotels and travel agencies, As a result of this finding, the research's fourth sub- hypothesis ($H_{1.4}$) was acceptable. On the other word, *there are statistically significant differences between hotels and travel agencies regarding the health factors at significant level of 0.05.*

Table (12): Differences between hotels and travel agencies regarding the retention/layoff at significant level of 0.05.

	Organization	N	mean	Std	Sig.
The retention/layoff	hotels	384	2.8	1.29	.000
	travel agencies	156	3.3	1.24	

Table (12) showed that the significance value was (0.000 < 0.05), indicating that there is significant difference in the level of the retention/layoff between hotels and travel agencies, As a result of this finding, the research's fifth sub-hypothesis ($H_{1.5}$) was acceptable. On the other word, *there are statistically significant differences between hotels and travel agencies regarding the retention/layoff at significant level of 0.05.*

Linear regression coefficients were used to test the second main hypothesis and sub hypotheses as follows:

Table 13: simple regresion of (work environment, managerial, economic, and health factors) on retention/layoff intention.

	R	**R**	**Std. Error of the**	**ANOV**	**Constan**	**B**

		square	Estimate	A Sig	t	
work environment	.639	.408	1.003	.000	-0.06	.914
managerial factors	.656	.430	.984	.000	0.184	.868
economic factors	.488	.238	1.13	.000	1.138	.847
health factors	.633	.402	1.01	.000	.278	.770

The following outcomes are evident from the previous table:

- There is a strong degree of correlation between work environment and retention/layoff intention (R= 0.639), as well as the coefficient of determination (R^2) is (0.408), suggesting that 40.8% of the variation of retention/layoff intention was explained by the work environment variable at hotels and travel agencies. Moreover, regression coefficient statistically significant ($P < 0.05$), so the variable of work environment has a statistically significant influence on employees' retention/layoff at significant level of 0.05. This result coincided that the ($H_{2.1}$) of the research is accepted. This

means that, *there is statistically significant influence of work environment on employees' retention/layoff at significant level of 0.05.*

- There is a strong degree of correlation between managerial factors and retention/layoff intention (R= 0.656),, as well as the coefficient of determination (R^2) is (0.430), suggesting that 43% of the variation of retention/layoff intention was explained by the managerial factors at hotels and travel agencies. Moreover, regression coefficient statistically significant ($P < 0.05$), so the variable of managerial factors has a statistically significant influence on employees' retention/layoff at significant level of 0.05. This result coincided that the ($H_{2.2}$) of the research is accepted. In another meaning, *there is statistically significant influence of managerial factors on employees' retention/layoff at significant level of 0.05.*
- There is a moderate degree of correlation between economic factors and retention/layoff intention (R= 0.488),, as well as the coefficient of determination (R^2) is (0.238), suggesting that 23.8% of the variation of retention/layoff intention was explained by the economic factors at hotels and travel agencies. Moreover, regression coefficient statistically significant ($P < 0.05$), so the variable of economic factors has a statistically significant

influence on employees' retention/layoff at significant level of 0.05. This result coincided that the ($H_{2.3}$) of the research is accepted. In another meaning, *there is statistically significant influence of economic factors on employees' retention/layoff at significant level of 0.05.*

- There is a strong degree of correlation between health factors and retention/layoff intention (R= 0.633), as well as the coefficient of determination (R^2) is (0.402), suggesting that 40.2% of the variation of retention/layoff intention was explained by the health factors at hotels and travel agencies. Moreover, regression coefficient statistically significant ($P < 0.05$), so the variable of health factors has a statistically significant influence on employees' retention/layoff at significant level of 0.05. This result coincided that the ($H_{2.4}$) of the research is accepted. In another meaning, *there is statistically significant influence of health factors on employees' retention/layoff at significant level of 0.05.*

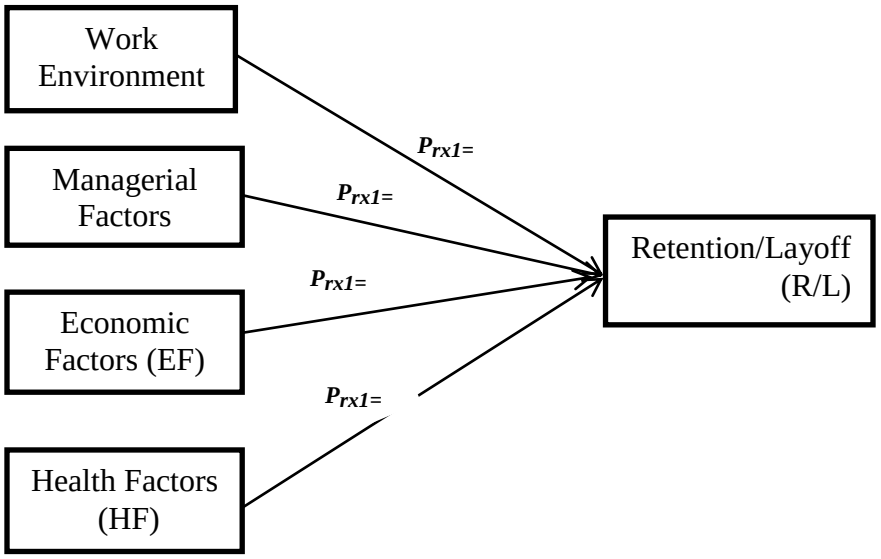
To test the signifiant of the research model multiple regression coefficients were used as follow:

Table 14: multiple regresion of (work environment, managerial, economic, and health factors) on retention/layoff intention.

	R	R square	Std. Error of the Estimate	ANOVA Sig	Constant	B
work environment	0.728	0.53	0.897	.0.000	-0.761	0.465
managerial factors						0.184
economic factors						0.191
health factors						0.341

From table 14, the (R) value (0.728) referred that there is a strong degree of correlation between research variables and retention/layoff intention, as well as the coefficient of determination (R^2) is (0.53), suggesting that 53% of the variation of retention/layoff intention was explained by all variables at hotels and travel agencies. The following path analysis model can be drawn to illustrate these influences.

Figure 3: Research model



The following equation can be obtained from the preceding model to predict Retention/Layoff (R/L) from the variables of (Work Environment (WE), Managerial Factors (MF), Economic Factors (EF), and Health Factors (HF) as follow:

$$R/L = (0.465\ WE + 0.184\ MF + 0.191\ EF + 0.341\ HF) - 0.761$$

Conclusion

This research intends to investigate the relationships and the impacts between the dependent and independent variables work environment (WE), managerial factors (MF), economic factors (EF), health factors (HF), and retention/layoff (R/L) during the covid-19 epidemic. The

survey method used in this study was a questionnaire survey of hotel and travel agency employees. From the findings it can be concluded that most hotel and travel agencies workers are not favorably compensated in terms of managerial, economic and health factors during COVID-19 pandemic. It may also be concluded that all work environment elements, managerial aspects, economic factors, and health factors at hotels and travel agencies are below the standard level, implying that employees are less likely to retain with a business. During the Covid-19 pandemic, hotels and travel agencies that appreciate and care about their workplace environment will keep their most experienced employees. Finally, employees who are involved in their job decisions are less likely to be laid off or migrate to another business.

Recommendations

- Hotel and travel agency management should assess their present precautionary measures systems to ensure that they comply with international standards as well as what their competitors are applying.
- Management should also bind upgrade at work and benefits to performance, allowing the business to track and control precise levels of performance during the covid-19 epidemic.
- It is necessary for hotel and travel agency management to develop workplace health, economic, and managerial policies in order to ensure employee loyalty and retention. This will

also encourage staff to continually enhance their own and the organization's productivity during the covid-19 epidemic.

- In order to sustain its qualified workers during COVID-19, hotel and travel management must develop new sorts of dynamics to meet changing standards and manage crises.

Limitations and future research

This research has numerous limitations, as well as some suggestions for further research. Because the research only included a few locations in Egypt's Red Sea governorate, the number of replies is likely to be low. As a result, future research should look at the perspectives of hotels and travel agencies employees in additional places such as Sham El-Sheikh, Luxor, Alexandria, and Aswan. Also, further research can also adopt a qualitative approach to explore the impact of strategies used to confront the COVID-19 pandemic on worker satisfaction and the degree of their workplace affiliation.

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