

THE IMPACT OF COVID-19 PANDEMIC CRISIS ON TOURISM INDUSTRY: CURRENT ISSUES IN TOURISM EMPLOYMENT

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ABSTRACT

The impacts of the COVID-19 pandemic crisis on the tourism employment and job sectors are not clear enough and there is still a lack of studies concerning the layoff issues of the tourism workforce. Although the empirical literature is scarce, this research aims and attempts to fill this empirical gap related to tourism recovery, response, rebuild and reopen during COVID-19 dreadful pandemic time (COVID19 4RE). This study explores the impacts of COVID-19 pandemic on tourism traffic, and tourism jobs or employments. Following a quantitative approach relationships, the proposed research conceptual model was implied using PLS-SEM. The data collected from 677 respondents from tourism employees working in Egyptian travel agencies. The results and remarkable findings will provide long-term permanent explanations needed for effective Egyptian tourism crisis management from job perspective. The results revealed significant and confirmed positive relationships among the proposed COVID-19 measured and analyzed nine dimensions including employee's demographic characteristics (gender, age, workplace, position, and career), functional aspects, working satisfying experiences, job prospects, and job intention to leave. The study provides useful guidelines to scientific theoretical contributions, in addition to present intensive values to tourism governmental bodies, tourism industries private players through its managerial and practical contributions.

KEYWORDS: Tourism employment, Egypt, demographic characteristics, Travel Agencies, COVID19 impacts, Career satisfying experiences, Job Turnover, Intention to leave.

1. INTRODUCTION

Tourism industry is considered one of the most intensive job generators and one of the most crisis-sensitive business industries on a worldwide scale. Infectious diseases such as the COVID-19 pandemic are among critical risk factors in terms of restricting the choices and movement of tourists. Unusually, the COVID-19 pandemic crisis considered the most severe crisis never seen before, as it affects the tourism industry around the globe with robust impacts on tourism employments. It caused major issues for international travelers and tourism with its interrelated sectors such as travel intermediaries, hotels, airlines, and cruises. It should be examined as global crisis directed the future research in tourism (Shehawy, 2021). In the context of tourism, previous infection outbreaks have had devastating tourism economic consequences (Fontoura et al., 2020; Nientied & Shutina, 2020; Elavarasan et al., 2021; Shulla et al., 2021; Manjunath et al., 2021). The closure of commercial business, cancellations of flights, tours and holidays, mobility restrictions, have led to economic losses of 20–40% in places such as Nigeria and Sierra Leone. The scale and magnitude of COVID-19 have shaken the international tourism industry with unprecedented consequences compared to the aftermath of the great depression and World Wars I and II. COVID-19 has led to notorious economic, perceived risks of diseases, social concerns complete, and closure of tourism and service industries. Global border closures, grounded planes, local and even national lockdowns, and quarantines have affected around 90% of the world's population leading to a 'de-globalization' (Manjunath et al., 2021). Airlines, hospitality, domestic tourism, events, and cruise industry have been completely shut down for the near future (Hu & Lee, 2002; Shehawy & Abouzaid, 2019; Varadzhakova et al., 2021; Richards & Morrill, 2020; Sultana, 2021; Moqimzai, 2020; Manjunath et al., 2021). Given the global blurred picture and the current long-term bleak situation, uncontrolled, and very complex, both scientific theoretical contributions and managerial practical contributions to the literature are a necessity in this concern and perspective (Shulla et al., 2021). Among others, tourism researchers triggered by monitoring the transformative opportunities and solutions oriented by Sustainable Development Goals (SDGs) and sustainable as the backbone in the reopening and restart of the industry (Nientied & Shutina, 2020; Elavarasan et al., 2021; Shulla et al., 2021; Fontoura et al., 2020; UNWTO, 2020). It can be concluded that reorienting the tourism industry' value-chain during COVID19 would support the short-term tourism recovery, response, rebuild, and reopen (tourism 4RE-COVID19), especially on the road to the environment, economic, and business sustainability (Nientied & Shutina, 2020; Islam et al., 2020; Kordej-De Villa & Šulc, 2021).

2. COVID-19 PANDEMIC CRISIS AND ITS INFLUENCES ON TOURISM VALUES

As revenues have either stopped or taken a hit, unemployment will further increase with the decrease of both tourism obtained income and travelers rates (Tourism Economics, 2020). The COVID-19 pandemic caused a 98% decrease in global tourist arrivals, domestic arrivals expenditure fell by 45%, global arrivals spending fell by 69.4% in May 2020 compared to May 2019. A report released by the World Travel and Tourism Council (WTTC) in collaboration with Oxford Economics observed, "The sector lost between USD 4.5 and 4.7 trillion, its contribution to global Gross Domestic Product (GDP) fell by 49.1% from 10.6% to 5.5%, and 62 million jobs were lost (-18.5 %)" in addition 1 billion fewer global arrivals. At present, job losses in the tourism sector continue to be a concern, as 100-120 million direct tourism jobs are at risk (Orîndaru et al., 2021; Shulla et al., 2021; Varadzhakova et al., 2021; WTTC, 2020; Chan & Haines, 2021). Destination have already deployed new surveillance tools to reduce the negative impacts such as publicizing public curfew and stopping tourism and restricted crowds (Hu & Lee, 2020; Chang, 2021; Haque, 2020; Saurabha & Giri, 2020; Chang, 2021; Liu et al., 2020; Arbulu, et al., 2021). It caused terrible difficulties in front of tourism recovery, response, rebuilding and reopening during COVID-19 (COVID19 4RE). The delay of COVID19 4RE will overtake peoples basic needs and priorities, cascading negative plight of workforce (Nientied & Shutina, 2020; Ayad et al., 2020; Moqimzai, 2020; Nair & Sinha, 2020; Gulseven et al., 2020; Ayad et al., 2020; Sultana, 2021; Fontoura et al., 2020). ILO-OECD (2020) raises calling for support to keep global households and businesses alive, saving jobs and employee incomes, and inhibit the economy from collapsing. Figure.1 represents total contribution of travel and tourism to GDP key data 2020 (WTTC, 2020).

3. THE EFFECT OF COVID-19 ON THE TOURISM INDUSTRY

The COVID-19 pandemic caused unprecedented severe consequences and effects to the global economy. Regrettably, the contemporary pandemic situation restricted the travel possibility and negatively decreased the intention to travel through impacted the travelers daily financial and health aspects. With health threats during COVID-19, the physiological needs, safety needs will delay the traveling needs from Maslow's hierarchy of needs (Gursoy et al., 2020). Different tourism niches and norms will perform a more imperative role and individual tourists with less group contact will undoubtedly have a great market (Remenyik et al., 2020; Richards & Morrill, 2020). Peluso and Pichierri (2020) stated that waiting

for considerable control of the pandemic, canceling, and postponing travel decisions are the most factors shaping the future of the tourism industry. In Egypt, it witnessed a downturn in today's forces of tourism economic markets with its four industries; hotels, airlines, cruise lines, and car rentals. The full closure generates a severe collapse of the global traffics to Egypt. UNWTO reported, "It will take from 2.5 to 4 years until the number of international tourist arrivals reaches the level of 2019". To be able to COVID19 4RE, destinations different measures should be improved related applying COVID-19 hygiene protocol, solidarity with promoting domestic tourism with new marketing niche campaigns (Remenyik et al., 2020; Alon & Bretas, 2021; Woyo, 2021; Orîndaru et al., 2021). Therefore, it is important to seize the opportunity to tourism COVID19 4RE in a way that solves ethical and transparency issues, holds sustainability and shapes resilience (Shulla et al., 2021; Bitok, 2020; Oyedokun, 2021). The introduction of emerging technology, such as digitalizing, would be a driving force for a fundamental transition (Sharma & Nicolau, 2020). To guide this shift in a direction that supports the SDGs, new policies and initiatives will be necessary (Islam et al., 2020). Sustainability opposed to mass tourism improves tourism economies' COVID19 4RE. In the post-COVID-19 period, the phenomenon of crisis searching for close-to-nature experiences should be replaced by creative tourism (Remenyik et al., 2020; Remenyik et al., 2020; Alon & Bretas, 2021; Woyo, 2021; Shehawy & Abouzaid, 2019). The post-COVID-19 crisis marketing with cut rates confidences by safe travel assurances through approved health passport to improve safety perception and marketing safe destination from COVID-19 (Nair & Sinha, 2020).

4. HUMAN RESOURCES IN TOURIST ORGANIZATIONS AND COVID-19

Human resource qualifications is the most critical component in an organization notably in service industries through solving complex problems, creatively, workplace positive intra-group and emotional intelligence behaviors, empowering leaderships, and perceptive and corrective management (Shehawy, 2021; Isdarmanto et al., 2021; Wahyudi & Riyanto, 2020). Employee proficiency qualifications oriented by knowledge, skills, and values that supported by the empowering leaderships and negatively influenced by high career turnover or lack of advancement (Shehawy, 2021; Nazarian et al., 2020). Encouragements and satisfaction have a confident and important influence on employee-target-performance (Shehawy, 2021; Lee & Whitford, 2008; Wahyudi & Riyanto, 2020; Hwang et al., 2009; Lee & Whitford, 2008; Oyedokun, 2021; Jubilat & Cerna, 2020). ILO-OECD (2020) considers four policy directions for the recovery: including staying safe, adopting job retention schemes, ensuring

adequate income protection, and supporting job creation. Today, tourism employees face different work-related psychological issues such as depression, anxiety, and stress. In this regard, some strategies for coping with work stress during the COVID-19 pandemic were advocated. Despite the fear, job instability, and significant changes in the employment structure during the Covid-19 crisis, organizations approved remote work, hygiene procedures, wear masks, and reducing exposure to risks regarding employee's health-related to workplace (FAHR, 2020; Kock, et al., 2020; Leung et al., 2020).

5. WORKING WITHIN PRECAUTIONARY PROCEDURES FOR COVID-19 PANDEMIC

With the beginning of the first COVID-19 outbreak, destinations critically faced massive emergencies suddenly. The tourism and airlines transportations were the largest economic sectors in terms of severe downturns regarding the numbers of destinations with outbreak. Destinations invested largely in corrected initiatives in terms of applying innovative tools to minimize the negative impacts of the pandemic (mandatory testing and producing COVID-19 kits), implementing corporate social responsibility initiatives to enhance their reputations and alleviate the negative impacts of a health crisis. The required resilience initiatives, strategic thinking, and entrepreneurship will individually continue to maximize the value of these opportunities whereas overwhelming the COVID-19 crisis (Oyedokun, 2021). Developed new technological advancements, as Artificial Intelligent (AI) will potentially overtake all other screening methods (Mardon et al., 2020; Kock, et al., 2020; Leung et al., 2020). The UNWTO developed committee tends strongly to build post COVID19 recovery, response, rebuild and reopen (4RE). In this issues, it recommended certain guidelines to enhance the role of destination governments, tourism private sectors, and local host communities in facing social, business, and economic impacts of the COVID-19 pandemic (Ayad et al., 2020). The UNWTO introduced the concept of sustainable tourism as a “development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future” (Kordej-De Villa & Šulc, 2021). The issues negative impacts can mitigated through drive SDGs, destination's social and economic development then supported tourism employments and enterprises (Bitok, 2020; Bhuiyan & Darda, 2021; Mihalic, 2021; Isdarmanto et al., 2021; Pedersen, 2018; Bhuiyan & Darda, 2021; Jancsovszka, 2016). The SDGs with their economic, social and environmental billers will promote destination sustainable development, productive travel based employment, resilient cities, and achieving gender

equality and empowering women and girls (Mariño & Banga, 2016; UNWTO, 2015; Kordej-De Villa & Šulc, 2021; Bhuiyan & Darda, 2021; Kordej-De Villa & Šulc, 2021; Bhuiyan & Darda, 2021). The resilience initiative is adaptive into four phases of modifications; re-organization the ways to manage the tourism business, keeping the sector growth continuously, consolidation, and collapse (Lew et al., 2020; Nientied & Shutina, 2020). Procedures also include domestic tourism initiative developed regarding the lower risk of infection and border closed. Applying digitalization applications such as augmented reality (AR) for tourism marketing through mobile apps is considered as another procedures (Dobrescu et al., 2021; Fontoura et al., 2020; Akhtar et al., 2021; Alon & Bretas, 2021; Kainthola et al., 2021; Manjunath et al., 2021). Recent studies indicated that tourism recovery could be gradually triggered through global COVID-19 vaccination (Williams et al., 2021; Gursoy & Chi, 2021). Tourism policies such as COVID semaphore, passport, mandatory testing, or quarantine on arrival will lead the COVID19 4RE (Mihalic, 2021). The following table (1) illustrates different initiatives and solutions for tourism recovery, response, rebuild, and reopening during COVID-19 (COVID19 4RE) (Orîndaru et al., 2021).

Table (1): Main initiatives and solutions of tourism industry recovery

The Study (author, year)	Research area	Study findings and COVID19 4RE solutions
Abbas et al., 2021	Global	Tourism must invest in high-quality sanitation initiatives, as pandemics are unlikely to be wholly eradicated.
Assaf & Scuderi, 2020	Global	Tourism policymakers should switch to creative initiatives for the revival of the travel industry after COVID-19 at home.
McCartney, 2020	Macao-China	The public-private partnership consider the main way to differentiate the tourism industry
Rastegar et al., 2021	Global	Not “returning to the status quo” prevents societal, economic, and environmental corruption and oppression.
Sharma et al., 2021	Global	Local destinations’ role would be vital, large-scale tourism players will need a renaissance to thrive in the post-pandemic.
Sigala, 2020	Global	Researchers should adopt new methodologies and review perspectives oriented by the COVID-19 pandemic as a new theoretical and practical innovations
Skare et al., 2021	Global	Design new strategies for controlling epidemics risk. The cooperation of the private-

The Study (author, year)	Research area	Study findings and COVID19 4RE solutions
		public sectors is required to sustain the long-term growth.
Villacé-Molinero et al., 2021	Global	Travel agencies should experience different work-training innovations to meet the new travel behavior changes affected by the pandemic, risk perception, and vaccines requirement.
Yang et al., 2020	Global	COVID-19 guide for those in the tourism business and scholars and governmental bodies to spread the travel and tourism approved policies.
Orîndaru et al., 2021	Romania	The COVID-19 pandemic influenced travelers' awareness and modified tourism-purchasing behavior. Tourism players should enhance their hygiene conditions.

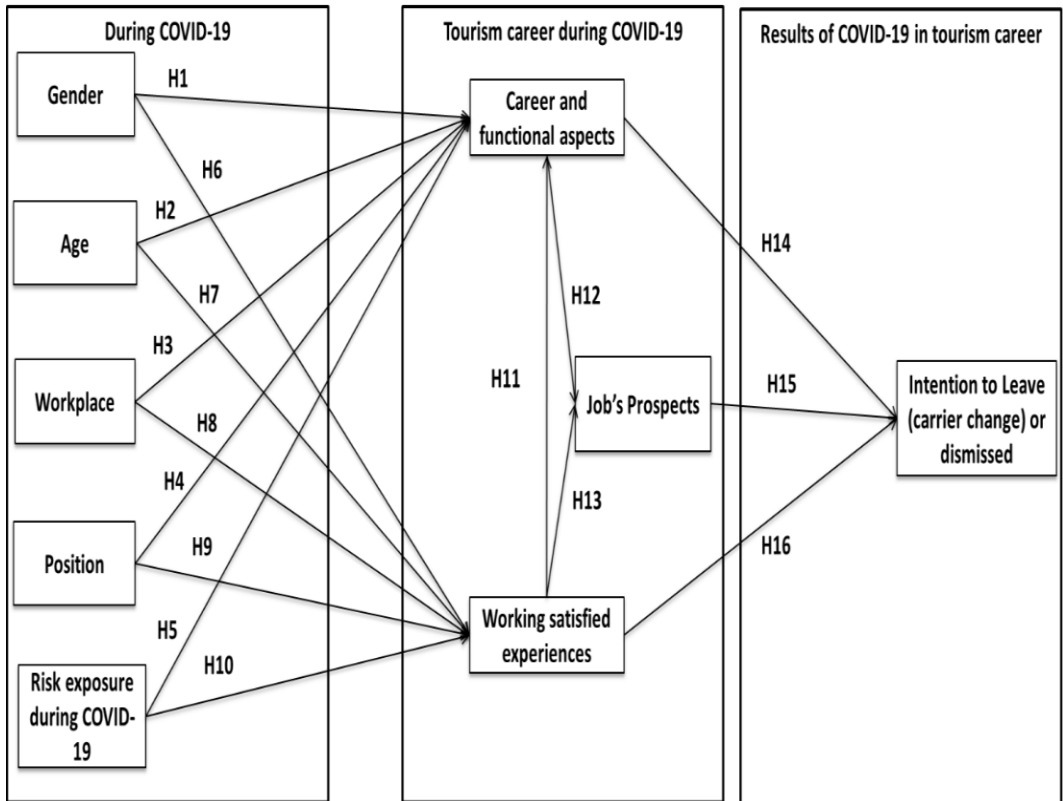
7. CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT OF THE FIELD STUDY

In this exploratory conceptual research, participants were gratefully invited to participate in the survey according to their employee or career experiences with travel agencies in Egypt. The main purpose of this survey is to analyze the Covid-19 pandemic impacts on Egyptian tourism employments during the COVID-19 crisis and forecast the results of the COVID-19 in the future of the tourism career. The conceptual of this study concentrates on the dichotomized relationships in the following three parts (Figure.3). First about tourism employee's demographic characteristics. Second about the tourism career during COVID-19. The third about the impacts of COVID-19 in tourism employees' intention to leave their jobs.

7.1. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The first part consists of demographic characteristics of the respondents as, gender, age, workplace, position, and workplace risk exposure during COVID-19. The approved items in the study's final conceptual framework and analysis consists of five main items for each variable. Because of the research gab and the pandemic influences, the approved items in the research conceptual framework and hypotheses were determined through the elicitation study without literature review determining bias. Regarding to some wording issues and consistency many items within each variable inside the tested construct used through pilot study were reduced, excluded, and have been deleted in the final original conceptual items.

Respondents' gender items (GEN), age items (AGE), workplace items (WOR), position items during the covid-19 pandemic (POS), and workplace risk exposure items during the covid-19 pandemic (RIS). In this context, the following hypotheses were formulated (Figure.1):



*The conceptual constructed investigates the significant and positive relationships among the variables in the model.

Figure (1): The proposed conceptual model

H1: Career and functional aspects impacted by covid-19 pandemic is positively influenced by tourism employee's gender

H2: Career and functional aspects impacted by covid-19 pandemic is positively influenced by tourism employee's age

H3: Career and functional aspects impacted by covid-19 pandemic is positively influenced by tourism employee's workplace

H4: Career and functional aspects impacted by covid-19 pandemic is positively influenced by tourism employee's position

H5: Career and functional aspects impacted by covid-19 pandemic is positively influenced by tourism employee's workplace types for risk exposure

H6: Working satisfying experiences during a covid-19 pandemic is positively influenced by tourism employee's gender

H7: Working satisfying experiences during a covid-19 pandemic is positively influenced by tourism employee's age

H8: Working satisfying experiences during a covid-19 pandemic is positively influenced by tourism employee's workplace

H9: Working satisfying experiences during a covid-19 pandemic is positively influenced by tourism employee's position

H10: Working satisfying experiences during a covid-19 pandemic is positively influenced by tourism employee's workplace types for risk exposure

7.2. THE TOURISM CAREER DURING COVID-19

The second part consists of several dimensions around the tourism career in travel agencies during COVID-19 from hypothesis 11 to hypothesis 13; respondents asked for their feedback about three main items in the conceptual framework. Respondents' career and functional aspects affected by the covid-19 pandemic (CAR), working satisfied experienced (SAT), and respondents' jobs prospects (PRO) were analyzed. In this context, the following hypotheses were formulated and developed (Figure.3):

H11: Career and functional aspects during covid-19 pandemic has a significant effect on working satisfying experiences

H12: Career and functional aspects during covid-19 pandemic has a significant effect on job's future prospects for the working environment

H13: Working satisfying experiences during covid-19 pandemic has a significant effect on future prospects for the working environment

7.3. THE IMPACTS OF COVID-19 IN TOURISM EMPLOYEES' INTENTION TO LEAVE THEIR JOBS

The third part consists of dimensions around the effects and outcomes of COVID-19 pandemic to tourism jobs in the travel agencies from hypothesis 14 to hypothesis 16. Respondents asked for their feedback about one main item in the conceptual framework related to their intention to leave or dismissed because of covid-19 pandemic (INT). In this context, the following hypotheses were formulated and developed (Figure.3):

H14: Career and functional aspects during covid-19 pandemic has a significant effect on working employee intention to leave (carrier change/ dismissed)

H15: job's prospects during covid-19 pandemic have a significant effect on employee intention to leave (carrier change/ dismissed)

H16: Satisfying work experiences during covid-19 pandemic has a significant effect on employee intention to leave (carrier change/ dismissed)

8. THE STUDY SAMPLE AND METHODOLOGY

The research field community was identified through using mixed online & paper-based survey techniques. In studying the COVID-19 shutdown, stay-at-home, distance working, and continuous aftershocks, the quantitative measurable study methodology and process, based on convenience non-random or disorganized sampling technique was implemented to experiment the study various quantitative variables. The research quantitative data were collected from 204 Egyptian travel agencies (category A) located in Cairo city, Cairo international airport, and Sharm El Sheikh international airport. To explore the theoretical outline relationships and descriptive analysis, the research data processed through SPSS statistics v.26 and apply the global Partial least squares structural equation modeling (PLS-SEM) statistics analysis methods were used (Ringle et al., 2015; Hair et al., 2011-2012). Furthermore, PLS-SEM was used to assess the study measurement of reliability and validity of the model and structural model estimations and to investigate the proposed concepts of the study conceptual framework. Before running the last original questionnaire form, a pilot study was conducted to consider the suitability of the questions, attribute clarity, language consistency, and guaranteeing reliability-validity test (Shehawy, 2017; Lancaster, 2004; Podsakoff et al., 2003). The analyses depended on using the 5-point Likert scale 1-strongly disagree, 5-strongly agree. Generally, the sampling adequacy was provided in the results and applying confirmatory factor analysis (CFA) to verify the validity of the study measurement scales (table 3; Loadings, CR, CA α , AVE) (Williams, et al., 2010). Through random sample techniques, the sample of this research was limited to Egyptian employees in travel agencies. The practical part of this study was conducted from August 26, 2020, to May 31, 2021. The respondent's workplaces were varying to include Egyptian employees within travel agencies and tourism companies worked in airports.

9. THE ANALYSIS, RESULTS, AND FINDINGS

This quantitative research relies upon a questionnaire for primary data collection. The question attributes were used to measure and analyze the nine dimensions. Employee's gender, age, employee's workplace,

employee's position, career, and functional aspects, career and functional aspects working satisfying experiences, job prospects, and job's intention to leave or dismissed as future prospects during the covid-19 pandemic. In total 1200 questionnaire forms distributed to Egyptian employees within travel agencies, 710 responses were collected and returned back with 59% from the targeted, 490 (41%) from the participants did not respond to the survey invitations. Nevertheless, 677 (56%) responses in total were valid and completed for use in the final data experiment. In other meaning, a total of 677 (95%) from collected questionnaire forms were valid for use in the final data experiment after excusing the incomplete or deceitful questionnaire forms 33 responses (5%) were excluded. It is also noted that many attributes within each variable inside the tested construct were reduced, excluded, and have been deleted in the final original conceptual model as the COVID-19 impacted the reliability and validity of the respondent's feedback. The subsequent table demonstrates the research demographic information. It is noted that of the 677 completed valid respondents, 402 (59%) were male employees and 275 (41%) were female.

9.1. THE MEASUREMENT MODEL AND LATENT CONSTRUCTS ITEMS

The study model and latent constructs of hypotheses (Figure 3) were examined using SmartPLS-3.0 software (Ringle *et al.*, 2015-2016). The measurement model (Appendix, supplementary material) explained the research descriptive paradigm dimensions and examinations normality distributions. Regarding the statistical mean, the item PRO5 "The tourism labor market remains constrained with an ambiguous future in the pandemic" recorded the highest mean value 4.772 with Std-Deviation 0.694, and the item INT3 "Likely, I will actively look for a new job and thought of a career change" recorded the lowest mean value 3.149 with Std-Deviation 0.762. The study descriptive analysis and normality distributions result from present Item–Total correlation values that measure the correlations or reliability among construct multi-items within each tested variable, it recorded very good discrimination (between 0.967 item CAR1 and 0.500 item SAT1). From the normality distributions test, it was noted that the overall values of excess Kurtosis and Skewness were recorded lower than 1.50, where the lower values of excess Kurtosis were 0.457 for item GEN2, and the high values 0.982 for SAT1. In addition, the lower values of Skewness recorded -1.307 for item INT3 and the high values -0.450 for item PRO2. It was also noted that the research descriptive analysis and normality distributions results showed that the values of the standard error of mean for all the items less than 0.025 support data validity and suitability. Therefore, all the research descriptive

and normality distributions results show suitability for the application of PLS utilizations (Hair et al., 2011-2012).

Table (2) Respondents' profile

Characteristic	Items	Frequency 677 (N)	Percentage: 100 (%)
1- Gender	Male	402	59
	Female	275	41
2- Age Ranges	Less than 25 Years	37	5.5
	26-35 Years	189	28
	36-45 Years	226	33
	46-55 Years	153	23
	More than 56 Years	72	10.5
3- Respondents' workplace during covid-19 pandemic	Airports	84	12.5
	Travel Agencies	362	53.5
	Tourism Companies	138	20
	Others	93	14
4- Respondents' Job position	Manager (GM)	102	15
	Sales (Sales Manager)	158	23
	Marketing (Manager)	182	27
	Financial & Accounting	79	12
	Tour Services	156	23
5- Workplace types for risk exposure during COVID-19	Low exposure risk	127	19
	Medium exposure risk	144	21
		406	60
	High exposure risk		

9.2. ASSESSMENT OF THE FACTOR LOADINGS, RELIABILITY, AND AVE MEASUREMENTS

The measurement model assessment of the study constructed attributes is shown in table (3). Assessment of the factor loadings, reliability, and AVE measurements in table (4) were tested using the PLS-SEM approach (Hair et al., 2006). The values of the latent construct' attributes convergent validity were explained by examining factor loadings (FL) or PLS-outer loadings, composite reliability (VR), Average Variance Extracted (AVE) measurements, and Cronbach's alpha (α) for research construct (Hair et al., 2006). The values of convergent validity were shown in table (3). As observed and deep-rooted in the measurement model values of all outer loadings are above the value of 0.600, between high values of FL 0.985 in PRO4 to lower values of FL 0.726 in AGE4). Regarding the experiment of internal consistency reliability, the results showed that the composite reliability (CR) is above the recommended threshold value of 0.700 so the

reliability of the research constructed attributes was strongly achieved. The high values of CR recorded 0.945 for intention to leave/ dismissed because of covid-19 (INT). The lower values 0.845 for workplace attributes during covid-19 pandemic (WOR)) as shown in table (3). The given values showed that the average variance extracted for each attribute inside the study latent constructs was greater than the threshold of 0.600 so that the validity of the research constructed attributes were strongly achieved and the results generally support the construct convergent validity (Fornell & Larcker, 1981; Hair et al., 2006). The high values of AVE recorded 0.874 for jobs prospects affected by covid-19 (PRO). The lower values of AVE recorded 0.649 for risk exposure attributes during the covid-19 pandemic (RIS) as shown in table (3). The assessment of the research measurements includes reliability results of Cronbach coefficient alpha (CA α) to explain the psychometric properties of the tested measurement model. The obtained assessment in the measurement model regarding reliability results of Cronbach coefficient alpha exposed that the values of CA α for all attributes above the recommended threshold value of 0.700 (Cronbach alpha > 0.700), therefore, all reliability results of CA α are generally supported enough (Hair et al., 2011). The high values of Cronbach coefficient alpha recorded 0.953 for gender attributes during the covid-19 pandemic (GEN). The lower values of Cronbach coefficient alpha recorded 0.750 for career and functional aspects affected by covid-19 (CAR). To conclude, it can be stated that the obtained assessment results of both the factor loadings, reliability, and AVE measurements was agreed with common guidelines identified by Ringle et al. (2015); Chin (1998); Bagozzi and Yi (1988); Hair et al. (2006); and Nunnally (1978).

9.3. THE RESEARCH CONSTRUCT'S DISCRIMINANT VALIDITY

The assessment of the research inter-correlations among latent variable constructs was validated in the table (4). The common guidelines in identifying testing the study discriminant validity and the square root of the AVE processes depend on the common guidelines of Fornell and Larcker (1981), and Roldán and Sánchez-Franco (2012). The values of the square root of the tested AVE measures must be superior to all the correlations among all the constructs. As shown in table (5), the acquired calculation was examined where the assessment of square roots of (AVEs) are on the diagonal of the given matrix. The results of the study construct's discriminant validity described that all the research-tested variables recorded strongly greater values in all inter-correlations (the bolded and underlined values in parentheses are AVEs values on the diagonal of the matrix) than the cut-off diagonal in both values outside the diagonal (vertical row and horizontal column).

Table (3). The research descriptive analysis and normality distributions results

Attributes *	Construct Descriptions	Mean**	SD	Item–Total Correlation	Excess Kurtosis	Skewness Item
Employee gender items (GEN)						
GEN1	Regarding my gender, I always show independence and confident in my job	4.323	0.668	0.768	0.559	-0.736
GEN2	In the workplace, I look like a competitive employee and successful leader	4.546	0.563	0.659	0.457	-0.693
GEN3	My gender did not hinder progress of rewards and promotions	4.704	0.526	0.677	0.644	-0.636
GEN4	Regarding my gender, I feel gender equality, don't get bullying or racism	3.853	0.749	0.746	0.685	-0.475
GEN5	Regarding my gender, I always feel satisfied with my work	4.646	0.728	0.825	0.684	-0.658
Employee age items (AGE)						
AGE1	With seniority at work, I always feel empowerments and responsibilities	4.741	0.857	0.954	0.672	-0.642
AGE2	Regarding my age, I always feel job fully engagement	4.255	0.754	0.893	0.568	-0.547
AGE3	My age helped me to be productive and a leader in my workplace	4.694	0.736	0.769	0.666	-0.465
AGE4	I am very happy and satisfied regarding age-work-experience	4.376	0.684	0.927	0.574	-0.639
AGE5	Older workers enjoyed equality, rewards, and promotions	4.703	0.774	0.776	0.678	-0.748
Workplace items during covid-19 pandemic (WOR)						
WOR1	I enjoy a suitable workplace from social, psychosocial, and self-support	3.937	0.657	0.896	0.826	-0.635
WOR2	Workplace promotes mental and physical health and decreases stress and strain	4.000	0.774	0.793	0.684	-0.574
WOR3	I always enjoyed resiliency solutions regarding workplace issues	4.167	0.784	0.894	0.578	-0.785

Attributes *	Construct Descriptions	Mean**	SD	Item–Total Correlation	Excess Kurtosis	Skewness Item
WOR4	The job structure increases my institutional relationship and job loyalty	4.729	0.692	0.738	0.739	-0.577
WOR5	I enjoy positive workplace values and perceive organizational support	4.515	0.716	0.885	0.955	-0.587
Position items during covid-19 pandemic (POS)						
POS1	The given empowerment helped productive, creative, and innovative performance	4.373	0.853	0.769	0.576	-0.683
POS2	I feel satisfied with managerial support and confident	4.654	0.964	0.893	0.538	-0.772
POS3	In my work, I enjoy being empowered to make decisions and act autonomously	4.265	0.762	0.789	0.766	-0.573
POS4	My managerial structure responsibility allows me to achieve objectives	4.375	0.844	0.776	0.837	-0.678
POS5	My work positive performance refers to intention to stay	4.354	0.893	0.745	0.588	-0.695
Risk exposure items during covid-19 pandemic (RIS)						
RIS1	Regarding the COVID-19 pandemic, my workplace approved health guidance	4.575	0.682	0.699	0.738	-0.574
RIS2	Tourism workplaces are more vulnerable to COVID-19 than others	4.684	0.937	0.795	0.668	-0.587
RIS3	Wearing masks and social distancing applied to avoid COVID-19 risk exposure	4.754	0.695	0.883	0.759	-0.644
RIS4	My company practiced distance working during the COVID-19 pandemic	4.323	0.746	0.696	0.846	-0.575
RIS5	More technological applications have applied to decrease COVID-19 risk exposure	4.574	0.735	0.777	0.798	-0.666
Career and functional aspects affected by covid-19 (CAR)						

Attributes *	Construct Descriptions	Mean**	SD	Item–Total Correlation	Excess Kurtosis	Skewness Item
CAR1	Covid-19 pandemic negatively impacted employee's psychological and physical side	4.755	0.693	0.967	0.844	-0.586
CAR2	Covid-19 pandemic caused reduced work hours and increased exception vacations	4.666	0.951	0.679	0.587	-0.549
CAR3	The progress of work rewards and promotions has been affected by the pandemic	4.754	0.846	0.677	0.876	-0.633
CAR4	Covid-19 pandemic increase anxiety and hampering performance among workers	4.746	0.857	0.789	0.943	-0.765
CAR5	Overall, tourism career and functional aspects have been affected by the pandemic	4.764	0.583	0.876	0.953	-0.875
Working satisfied experienced during covid-19 (SAT)						
SAT1	During the covid-19 pandemic, I am satisfied with being in my present job	3.947	0.947	0.500	0.982	-0.733
SAT2	I am satisfied with the new training programs and workplace changed behavior	3.366	0.922	0.685	0.647	-0.929
SAT3	I involved in my work with frequent hand-washing or disinfection and distancing	4.747	0.863	0.587	0.877	-0.941
SAT4	I am satisfied with precautions and wearing masks where distancing is not possible	4.667	0.668	0.834	0.680	-0.779
SAT5	I am satisfied with the technological application used to practice my work	4.645	0.749	0.769	0.972	-0.844
Jobs prospects affected by covid-19 pandemic (PRO)						
PRO1	Tourism jobs prospects severely affected by the covid-19	4.766	0.849	0.885	0.583	-0.692
PRO2	COVID-19 crisis putting at risk the self-jobs prospects	4.555	0.736	0.579	0.769	-0.450
PRO3	Increasing interest in health services, mental health, and psychosocial support	4.366	0.907	0.685	0.870	-0.672

Attributes *	Construct Descriptions	Mean**	SD	Item–Total Correlation	Excess Kurtosis	Skewness Item
PRO4	New recovery plans for employees, no redundancy but rehabilitation	4.653	0.757	0.694	0.784	-0.741
PRO5	The tourism labor market remains constrained with an ambiguous future in pandemic	4.772	0.694	0.558	0.769	-0.668
Intention to leave or dismissed because of covid-19 (INT)						
INT1	Because of the COVID-19, I feel weak, un-attached, and insecurity at my job	4.676	0.658	0.873	0.849	-0.952
INT2	I intend to leave my work with low trust less in the negative work environment	3.943	0.713	0.948	0.738	-0.806
INT3	Likely, I will actively look for a new job and thought of a career change	3.149	0.762	0.776	0.780	-1.307
INT4	Covid-19 increased employee dismissed, turnover intention, and work leave	3.183	0.658	0.783	0.856	-0.933
INT5	In the present tourism business, there is no committed safeguard jobs and incomes	3.669	0.652	0.743	0.700	-0.768
<p><i>*The Items coded descriptions will be used in the study, SD= Standard Deviations, Mean= 5-point Likert Scale where: 1 = strongly disagree, 2=disagree, 3 = neutral, 4=agree and 5 = strongly agree, the overall values of excess Kurtosis and Skewness recorded lower than 1.50. ** The research descriptive analysis and normality distributions results showed that the values of the standard error of mean for all the items less than 0.025.</i></p>						

Table (4): Factor Loadings, Reliability, and AVE Measurements of study dimensions and experiments

Attributes*	Model: Indicators/ Variables	Factor Loadings (FL)**	Composite Reliability CR (< 0,800)**	Cronbach's Alpha (CA α) (< 0,700)**	Average Variance Extracted AVE (< 0,600)**
Employee gender items (GEN)			0.927	0.953	0.687
	GEN1	0.984			
	GEN2	0.937			
	GEN3	0.851			
	GEN4	0.927			
	GEN5	0.978			
Employee age items			0.871	0.917	0.794
	AGE1	0.941			
	AGE2	0.925			
	AGE3	0.876			
	AGE4	0.726			
	AGE5	0.898			
Workplace items during covid-19 pandemic (WOR)			0.845	0.864	0.726
	WOR1	0.825			
	WOR2	0.858			
	WOR3	0.945			
	WOR4	0.821			
	WOR5	0.984			
Position items during covid-19 pandemic (POS)			0.942	0.856	0.726
	POS1	0.964			
	POS2	0.973			
	POS3	0.849			

Attributes*	Model: Indicators/ Variables	Factor Loadings (FL)**	Composite Reliability CR (< 0,800)**	Cronbach's Alpha (CA α) (< 0,700)**	Average Variance Extracted AVE (< 0,600)**
	POS4	0.876			
	POS5	0.925			
Risk exposure items during covid-19 pandemic (RIS)			0.877	0.784	0.649
	RIS1	0.937			
	RIS2	0.803			
	RIS3	0.981			
	RIS4	0.847			
	RIS5	0.952			
Career and functional aspects affected by covid-19 (CAR)			0.874	0.750	0.752
	CAR1	0.856			
	CAR2	0.818			
	CAR3	0.835			
	CAR4	0.751			
	CAR5	0.893			
Working satisfied experienced during covid-19 (SAT)			0.848	0.887	0.657
	SAT1	0.866			
	SAT2	0.917			
	SAT3	0.852			
	SAT4	0.944			
	SAT5	0.828			
Jobs prospects affected by covid-19 (PRO)			0.941	0.873	0.874
	PRO1	0.9330			
	PRO2	0.942			
	PRO3	0.865			

Attributes*	Model: Indicators/ Variables	Factor Loadings (FL)**	Composite Reliability CR (< 0,800)**	Cronbach's Alpha (CA α) (< 0,700)**	Average Variance Extracted AVE (< 0,600)**
	PRO4	0.985			
	PRO5	0.892			
Intention to leave/ dismissed because of covid-19 (INT)			0.945	0.836	0.768
	INT1	0.922			
	INT2	0.962			
	INT3	0.842			
	INT4	0.926			
	INT5	0.835			
*Study Construct Items details coded in <i>Appendix, supplementary material</i> , Factor Loadings (FL) = PLS-outer loadings were above the stander value of 0.600. **Cronbach's Alpha (CA α) = (< 0,700), All the estimated indices were above the threshold of 0.600 for Composite Reliability (CR), and above the threshold of 0.500 for Average Variance Extracted (AVE).					

Table (5): The research construct's discriminant validity

Construct												
(*)	α	GEN	AGE	WOR	POS	RIS	CAR	SAT	PRO	INT	Mean	SD
GEN	0.95	(0.983)									4.414	0.647
AGE	0.92	0.467	(0.977)								4.554	0.761
WOR	0.86	0.325	0.544	(0.874)							4.269	0.725
POS	0.86	0.567	0.427	0.576	(0.853)						4.404	0.863
RIS	0.78	0.665	0.336	0.443	0.638	(0.874)					4.582	0.759
CAR	0.75	0.577	0.472	0.531	0.574	0.492	(0.869)				4.737	0.786
SAT	0.88	0.464	0.543	0.464	0.488	0.555	0.538	(0.854)			4.274	0.830
PRO	0.87	0.566	0.552	0.436	0.348	0.490	0.472	0.461	(0.863)		4.622	0.789
INT	0.84	0.571	0.461	0.461	0.455	0.543	0.460	0.544	0.452	(0.972)	3.724	0.689

*The construct items details coded in *Appendix, supplementary material* Mean for each measurement in the construct, SD= standard deviation for each measurement in the construct; The bolded and underlined values in parentheses are Square Root of AVE values on the diagonal of the matrix.

The study constructs articulated nine variables. Notwithstanding, The results of the research detailed strongly greater values than 0.700 as it is between 0.853 (PRO) in lower values and 0.983 (GEN) in high values. It can obviously state that the results support the established research construct's discriminant validity where no issue existed with the constructed discriminant validity for the study latent variable. Therefore, the study's final model is in the valid direction for study analysis.

9.4. THE RESULTS OF HYPOTHESES TESTING

Analysis for the assessment of the factor loadings, reliability, and AVE measurements clearly showed that all study constructs are above the values commonly considered acceptable for outer loadings, reliability, and validity. Table (6) and Figure (2) illustrates the results of the research proposed tested hypotheses.

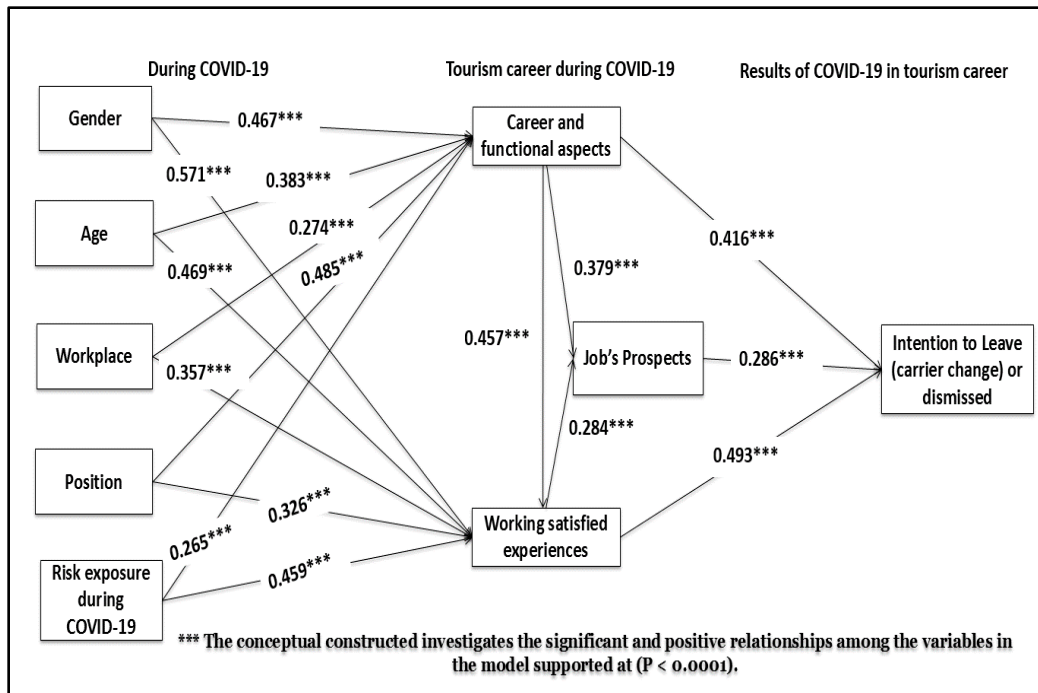


Figure (2): The PLS-SEM structure model analysis of hypotheses testing

The path coefficients of the hypotheses explored the relationship among hypotheses. The path coefficients in the second column (β -values) were measured employing a regular regression among proposed construct variable values in harmony with other identified links of developed structural relations in the study model. The assessment results explored a positive and significant relationship for all the developed beta path coefficients. The confirmed positive and significant correlation analysis values were supported at ($P < 0.0001$). The results show that the tested research path model comprised of latent variables, the proposed SEM investigation supported positive and statistically significant relationship results in all hypotheses. According to the SEM tested results of path hypothesis, it can be concluded that all the study hypotheses model and latent constructs attributes were accepted. The results confirmed that COVID-19 positively impacts the turnover intention, career change, and or/dissatisfied whereas negatively impacts job satisfaction, performance, and engagement in tourism and hospitality.

Table (6): The SEM tested results of path hypotheses

Path of Hypothesis	β values	<i>P</i>-values (Sig.***)	<i>Results</i>	
H1: GEN→CAR	0.467	0.000	Sig.	Supported
H2: AGE→CAR	0.383	0.000	Sig.	Supported
H3: WOR→CAR	0.247	0.000	Sig.	Supported
H4: POS→CAR	0.485	0.000	Sig.	Supported
H5: RIS→CAR	0.265	0.000	Sig.	Supported
H6: GEN→SAT	0.571	0.000	Sig.	Supported
H7: AGE→SAT	0.469	0.000	Sig.	Supported
H8: WOR→SAT	0.357	0.000	Sig.	Supported
H9: POS→SAT	0.326	0.000	Sig.	Supported
H10: RIS→SAT	0.459	0.000	Sig.	Supported
H11: CAR→SAT	0.457	0.000	Sig.	Supported
H12: CAR→PRO	0.379	0.000	Sig.	Supported
H13: SAT→ PRO	0.284	0.000	Sig.	Supported
H14: CAR→INT	0.416	0.000	Sig.	Supported
H15: PRO→ INT	0.286	0.000	Sig.	Supported
H16: SAT→ INT	0.493	0.000	Sig.	Supported
*** The significance values below 0.001.				

10. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Due to the crisis of the Covid-19 pandemic, the global economy was collapsed almost overnight (UNWTO barometer, 2020) causing massive closure to the tourism activities around the world. In this vein, this study aims to explore the impact of the COVID-19 pandemic crisis on the tourism industry and tourism employment. The tourism industry is no longer a job creator as it was before COVID-19 pandemic. The given results showed the importance of the gap and proposed a model. The study provided us with needed analytical expectations about the impact of the COVID-19 pandemic on the future of tourism employment. It offers solutions for tourism players who tend to reduce the number of employees and do not employ new staff. The research descriptive analysis and normality distributions results for all construct indicated that the most powerful attributes are related to employee gender, age, workplace, position, risk exposure, career and functional aspects, working satisfied experienced, jobs prospects, and intention to leave during covid-19 pandemic.

More significantly, this research offers a supplementary theoretical implication by recommending the construct around the COVID-19 profoundly negative impact and unprecedented challenge on tourism employment. The study model presented results show that the employee working satisfied experiences positively affected by the risk exposure during COVID-19 which in turn found to have positive relationships with employee intention to leave (career change) or dismissed their jobs in the future as a result of COVID-19. Therefore, the study concluded that attributes such as career and functional aspects, working satisfying experiences, and job prospects during the covid-19 pandemic were critical roles in forming a tourism job's intention to leave or dismissed as future prospects during a covid-19 pandemic. Considering that tourism has become one of the least trusted and reliable careers in the world regarding the COVID-19 pandemic crisis impacts. Moreover, the research findings also indicate that work engaging and retaining tourism employees have been affected by the so-called COVID-19 pandemic in addition to the widely impacted staff attitude turnover rate.

Therefore, the results showed that the impacts of COVID-19 on employee turnover, labor unrest, anxiety, and stressful elements in the tourism and hospitality workplace were significantly high. In this context, the plight of the tourism-related workforce will continually increase along with the spreading of the COVID-19 pandemic. Besides that, the pandemic will continuously cause job alienation and cascading negative effects on the employee's social behavior, economic situations, and psychological health. In summary, this research explores that the COVID-19 pandemic poses

severe challenges for the future of the tourism industry and employability. Therefore, both the governmental and private tourism entities and authorities should focus on the current issues in tourism employment for solving the gap related to successfully achieve the tourism recovery, response, rebuilding and reopening during COVID-19 (COVID19 4RE).

11. FUTURE RESEARCH

As a result of the research, there is a necessity needed to construct new bailouts strategies to reduce employees' anxiety, reduce intention to leave, and improved their job satisfaction besides applying new tourism restrictions on layoffs or career losses. Therefore, tourism agencies can create a better sense of employee engagement and enhance their loyalty.

The findings of the study can serve as a basis for tourism policy makers to put long-term recovery strategies. The future research should invest more in the vaccine (main doses and booster shots) mandatory for attending workplace for both employees and customers. Consequently, investigating to what extent that mandatory vaccine passport validity for recovery all travelers' activities such as availability in bookings, traveling, shopping and entertainment centers, restaurants, museums, cruises. New research should be verified how COVID-19 pandemic changed long-term traditional factors that influenced employee satisfaction, loyalty, citizenship behavior, justice perception, and job engagement in different travel and tourism disciplines.

In addition, for future research the findings of the research can be dealt as a detailed indication of the high negative influences of COVID-19 on the human resources carrier stability during pandemics. Although this research contributes to the literature of the theoretical and practical influence of the COVID-19 pandemic crisis on the tourism industry and employment intention. The proposed model relationships may be considered as guide for future studies in different travel communities and workplaces such as airlines, hospitality, supply chains, cruises, and travelers' perspectives.

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