



**Journal of Association of Arab Universities
for Tourism and Hospitality (JAAUTH)**

journal homepage: <http://jaauth.journals.ekb.eg/>



**Assessing the Impact of the Used Policies During Crises on Workers' Loyalty and Their Adherence to the Tourism Sector
Case Study During Covid-19 Pandemic**

Alfatma Salama

Hospitality Management Department, Applied College,
Princess Nourah Bint Abdulrahman University, Riyadh ,Saudi Arabia

Hotels Management Department, Faculty of Tourism and Hotels, Minia University, Egypt.

ARTICLE INFO

Abstract

Keywords:

Covid-19 Pandemic;
Policies; Strategic
Plans; Workers
Loyalty; Hospitality
Sector.

**(JAAUTH)
Vol.23, No.1,
(2022),
pp.110 -128.**

Many studies emphasized the significance of developing strategic plans to cope with crises and thinking of innovative ideas for dealing with them via adjusting financial policies, business performance, demobilization policies, etc. Although keeping workers loyal to the tourism sector is highly important, those short-term strategies did not tackle that point during crises and make long-term strategies. Therefore, the current study focused on why the employee turnover level of tourism workers increased. To achieve this goal, the researcher designed a questionnaire and distributed it to a random sample included 135 human resources managers and hospitality sector managers working at hotels and fast food restaurants in Egypt and Saudi Arabia. Descriptive analysis was conducted using the SPSS software package through data collected from the survey.

The results of the study proved that the Human resources management at hospitality institutions needs to create an atmosphere of loyalty and confidence constantly _ not only during crises to establish a positive experience for their workers and keep the brilliant individuals. Thus, the current study recommended the significance of the used policies by the human resources of hotels to increase loyalty and confidence between hotels and their workers to limit the skilled worker's turnover to other sectors after crises.

1. Introduction

The tourism industry was sensitive in the past decades to economic and political crises, terrorism, and security, but nowadays, it has been over-sensitive to diseases and pandemics. Consequently, there is an atmosphere of insecurity and worry accompanying both hotel owners and workers, leading to deteriorating economic conditions and losing jobs and causing social and psychological problems for workers' families whose income vanished. It is very important, however, to indicate that great countries such as the USA and England suffer from unemployment resulting from threats facing tourism, which overloaded them with extra payments to compensate unemployed workers (Cazes and Verick, 2013) and (Hammam and Sayed, 2017).

Other studies, such as those (Shankar, 2018; Serdaris et al; 2017; Sung and Chio, 2014) argue that human resources management plays a critical role in recruiting efficient workers and keeping them talented and productive constantly, plus upgrading discipline and commitment for workers. However, skilled workers' turnover in the tourism sector during crises and epidemics pushed human resources management to increase loyalty and belonging for workers by making long-term strategies and policies to exceed such crises. Hence, the study aimed to investigate the impact of those strategies on workers' loyalty to their hotels. Besides, the study concluded that staying at hotels and restaurants is determined by skilled workers' experiences acquired during working, whether negative or positive, enabling them to choose between continuing work during crises or catching a better one in other places. Furthermore, the study results confirm that hotels and restaurants must study the factors that make skilled workers remain at work longer.

In addition, human resources management needs to continuously build affiliation and trust between its employees and not only in times of crisis (Chikudate, 2015). So that it can build bridges of belonging and trust supported by continuous communication during the continuation of the crisis as an indicator of the department's adherence to human elements that are often beyond its control, which sends messages of calm and development of the spirit of belonging to the organization (Wong, 2018).

2. Literature Reviews

Covid-19 has negatively and unexpectedly affected all tourism partners, workers, and investors. Hence there is no fixed time for the end of that crisis, and it has been necessary for owners and investors to assume work gradually during these economic and health dangers. According to UNICEF. (2020), they called for blending social protection and appropriate working strategies by forming programs providing work for the poor besides making a social security network (Hammam and Sayed; and Nkomo et al., 2017). The previous report offered many ways to limit employee turnover, including providing financial security for individuals and families, sharing work, distance work, and motivation (UN Framework, April 2020).

According to (Sedaris et al., 2017; Mitsopoulos, 2016 and Redman et al., 2021 and Lang et al., 202) argued that it is necessary to deal with emergencies professionally by rotating workers to reduce the number of them in one place for health requirements, depending on distance work and common work plus seasonal work.

2.1 Employee Turnover Reasons for the Tourism Sector

Hammam and Sayed. (2017) and Ehnert's. (2006) studies discussed the impact of economic and political crises on tourism sector workers. It shows that nearly 30% of the study sample tended to change careers due to the economic and political crises between 2005-2015. This action badly affected tourism and pushed employees to find other job and income opportunities besides stopping the applied training programs provided by the international tourism fund (Ehnert and Harry, 2012). It must be stated, however, that the Egyptian tourism ministry was deprived of those training programs during that period. The tourism industry faces great losses, including losing brilliantly trained workers, laying workers off, and regressing performance rates by 8% for three years (Sarnovics, 2010; Erac and Sarah, 2020; Gunderson, 2011). As workers are considered the source of competition in the field of tourism, managers have to adapt to global variables to face crises more professionally by

strategic planning, providing constant training, and motivating workers skilfully and educationally (Cascio, 2010; Ludviga, 2020; Lavallo, 2002; Cascio and Wynn, 2004). It must be added that the tourism sector was expected to provide jobs for thousands of tourism graduates from faculties, institutions, and schools. Unfortunately, that idea failed due to the economic depression that prevailed worldwide (Trivellas, 2011; Arun, 2020; International Labor Organization, 2020; Trivellas and Santouridis, 2016). After reviewing tourism crises during the past decades, the researcher confirms that tourism facilities and schools have been negatively affected by crises apparent when students aside from choosing to study at those schools during the depression. Although African workers are highly efficient, they are liable for being laid off during crises due to a lack of strategic human resources management policies. The fact which led to increasing unemployment rates in African countries, especially during the economic crisis of 2008, during and after the Arab spring revolutions at which unemployment rates reached 22% in 2013 (Cazes and Verick, 2013; Hammam and Sayed, 2017).

On the other hand, insecurity, job instability, uncertainty, employee turnover, and depending on seasonal workers occupied a big part in human resources management performance (Hartley et al., 2015). Such reasons led to increasing neuro-psycho pressures called chronic work pressures (Annabeth, 2020; Chi Lam et al., 2019).

2.2 Appropriate Measures were Taken before Laying off Workers

Some European Union, Asia, and the Pacific Ocean countries contact workers representatives in each industry to take the best measures before laying workers off to apply laws (Weiss, 1986). In Mexico, workers are given a three-month salary plus a 20-day salary for every year they work (Aoki and Endo, 2011; Markakis, 2017; Julian 2007., Floyd et al., 2017; Katsukl et al., 2014). In Holland, workers are laid off according to the time of coming to work; thus, those recruited late are laid off first. In other countries, social status is considered when laying workers off. Meanwhile, other countries reduce health insurance expenses to face economic crises. We can say that each crisis has to be studied well by preparing appropriate strategies for different conditions (Honore and Mae 2010; Samuil et al., 2020). Companies can face difficulties relying on talented managers with enough skills to compensate for vacant positions (Belias et al., 2017; Luna and Nancy, 2020; Israeli and Reichel, 2003). Covid-19 pandemic led to quick changes in how to do work tasks, including making flexible work timetables, sharing, and rotating work (Scanddura and Lankau, 1997; Staikou and Stergiou 2015). Table (1) shows the strengths and weaknesses points on which the researcher focused regarding remaining in the workplace or leaving it:

Table 1 Shows the Strengths and Weaknesses Points to Remaining in the Workplace or Leaving.

Reasons for remaining in the workplace	Reasons for quitting from workplace
Organizational commitment.	Collecting negative experiences regarding management's dealings with human resources.
Following an emergency plan to surpass the crisis by applying, for example (new working patterns, sharing time and salaries, and distance work).	The management ignores organizational commitment during Crises.
Team spirit and incentives.	There is no flexibility regarding work hours.
Management practices such as (providing workers with loans, training programs for acquiring skills, and replacement of current leave from annual).	Temptations from other places to attract efficient employees.
Developmental plans to compensate for depression periods and increase profits after crises.	There are no transparent plans for human resources policies for workers.
Providing workers with social insurance.	There is no financial supply during crises for families
Workers exchange skills, knowledge, and experience to raise proficiency at work.	The workplace lacks protective measures again pandemics.
Giving workers the chance to come up with creative solutions for crises and set values and principles.	
Social solidarity between workers themselves, besides supporting human relations.	

* (*Source*: Prepared by the Author).

In addition, companies must maintain the importance of relations with laid-off workers to gain their trust and loyalty because they do not attract them from competitors. For example, the communication company in India recommends that reducing wages should be directed to low-income owners, not higher ones. It also recommends no need to raise salaries at the end of crises (Redman and Wilkinson, 2009; Takahiro,2012; Gecker,2009; Cascio and Aliano, 2016).

The UNICEF Human Development Report by Melamed and Samman(2015) refers that insecurity and reducing wages are considered obstacles to human development during crises. Therefore, to maintain workers' dignity and rights, it must blend social protection and appropriate working strategies by forming programs providing work for the poor besides making a social security network (Bremser et al., 2017). In April 2020, the UN issued a framework for the immediate socio-economic response to Covid-19 regarding protecting jobs by sustaining companies in helping laid-off workers and their families through distance work, sharing work, and rotation besides giving incentives and motivation (Mitsopoulos, 2016; Cascio and Wynn, 2004; Mariappanadar, 2003). In addition, human resources management at hospitality institutions needs to create an atmosphere of loyalty and confidence constantly-not only during crises- to establish a positive experience for their workers and keep the

brilliant individuals remaining longer at their workplaces. The thing that raises the workplace's belonging spirit sends positive messages to the workers (Lavalle, 2002). we can say that by developing skills of the laid-off workers distantly, human resources management enhances creativity and positive thinking for their workers.

The hotel industry depends on recruiting skilled workers who are considered the real wealth of hotels. Therefore, their competencies must be developed by adopting the appropriate philosophies and strategies to deal with human issues professionally and by motivating managers to achieve the best for their workplace (Trivellas and Santouridis, 2016; and Chaisawat, 2006).

2.3 Consequences of Laying Workers off

1. Lowering the spirit of permanent workers and giving them negative messages.
2. Difficulty in recruiting other efficient employees instead of the laid-off ones.
3. The high cost of recruiting and training new workers considers the uncertainty of finding qualified candidates (Zatzick and Iverson, 2006).

3. Methodology of the Study

The recent research focuses on the applications and policies followed at hotels and their impact on workers' loyalty and adherence to the tourism sector, especially during the covid-19 pandemic. The study was applied on 135 human resources managers in Egypt and Saudi Arabia as they suffer from the same problem besides sharing adjacent policies. In addition, there are a big number of Egyptian workers in Saudi Arabian hotels. Surprisingly, covid-19 swept both countries at the same time.

Eighty-two hotels responded to the study done during the covid-19 pandemic between April 2020 and August 2021, during and after the covid-19 pandemic. The study tackled a set of independent variables(X), including some practices and strategic plans:

- X1 General policies of the country.
- X2 Strategic plans, short-term and long-term policies.
- X3 Skill and performance level of workers.
- X4 Alternative solutions to assume working during crises.
- X5 Financial policies adopted by the management.
- X6 The policy of restoring laid-off workers.

Dependent variable (Y): Staff loyalty to measure strategic planning measured by employees' loyalty

3.1 Study Tool

3.1.1 Designing a Questionnaire

To achieve the study objectives, questionnaire questions were clear, simple, and accurate, besides making open-ended questions to make participants of the research answer freely without choosing pre-made responses. After designing the questionnaire, a pilot study was performed to measure the reliability and validity of the questionnaire, which was finally made after collecting notes and inputting some amendments to satisfy the basic requirements of the study. The descriptive analysis program was used in the study besides showing a correlation between dependent and independent variables. The study tackled a set of practices and

strategic plans which affect workers' loyalty and their adherence to the tourism sector, especially during the covid-19 pandemic, including a set of independent variables: the general policy of the state, strategic plans, and short-term and long-term policies, skill and performance level of workers, alternative solutions to assume working during crises, financial policies adopted by the management and the policy of restoring laid off workers. On the other hand, workers' loyalty was a dependent variable.

3.1.2 Testing Validity and Reliability of the Questionnaire

Validity and reliability of the questionnaire were verified in two ways: firstly, to test the validity of the content, some tourism experts were asked to give opinions of the questionnaire forms to measure simplicity, validity, and appropriateness of the study form to achieve the aim of the survey. Secondly, to test the questionnaire reliability, the statements' appropriateness in their actions ensured they were away from mistakes.

3.1.3 Statistical analysis performed

Several statistical tools were used in processing the study form data by using SPSS software version 22 as follows:

- Using the Likert scale.
- Using descriptive analysis, including frequency and percentage on the Likert scale.
- Using consistency coefficient Alpha Cronbach which amounted to 0,862. In contrast, the value of the validity coefficient amounted to 0,928. These high rates confirm that the study sample was valid and consistent, so the results are accredited.
- Using regression coefficient.

3.2 The study Hypothesis

Null Hypothesis H0: There is no statistical significance between strategic planning and workers' loyalty during crises. To establish the main hypothesis, the study attempted to establish a set of sub-hypotheses:

1. There is no statistically significant between doing work, alternative solutions, and workers' loyalty.
2. There are no statistically significant differences between doing work, general policies of the country, and skilled worker performance levels.
3. There are no statistically significant differences between long-term and short-term strategic planning and the country's financial policies.
4. There are no statistically significant differences between strategic planning and the policy of restoring laid-off workers.

3.3 Study Results

Results of the questionnaire review several statistics, including the validity of the questionnaire, measuring the coefficient of validity and reliability, frequencies and percentage rates, means, standard deviation, and regression coefficient.

Validity and reliability of the questionnaire

The initial format of the questionnaire includes seven basic axes. The first axis measures the general policies of the state through six variables. The second axis measures strategic plans and short-term and long-term policies through thirteen variables. The third axis measures the

skilled worker performance level through three variables. The fourth axis measures alternative solutions for working during crises through five variables. The fifth axis measures the financial policies of management through four variables. The sixth axis measures the policy of restoring laid-off workers through five variables. The seventh axis measures workers' loyalty through seven variables. Alpha Cronbach coefficient is used to verify the validity and reliability of the questionnaire statements. As the rate of consistency coefficient is higher than 0,862, whereas the validity coefficient is higher than 0,928, the questionnaire is valid and applicable to the study sample, as table 2 shows

Table 2 Alpha values of the study variables

Axis	Variables	No.	Alpha values	Validity coefficient
First	The general policy of the state	6	0,739	0,860
Second	Strategic plans besides short-term and long-term policies	13	0,763	0,873
Third	The skilled worker performance level of workers	3	0,796	0,892
Fourth	Alternative solutions for doing work during crises	5	0,720	0,849
Fifth	The financial policy of the management	4	0,790	0,889
Sixth	The policy of restoring workers	5	0,763	0,873
Seventh	Measuring workers' loyalty to their jobs	7	0,888	0,942
Total	The whole questionnaire	43	0,862	0,928

*Correlation is significant at 0.01 level.

Descriptive Analysis

In the table mentioned above, the researcher used the descriptive analytical method to review the study thesis and related opinions.

Demographic Data

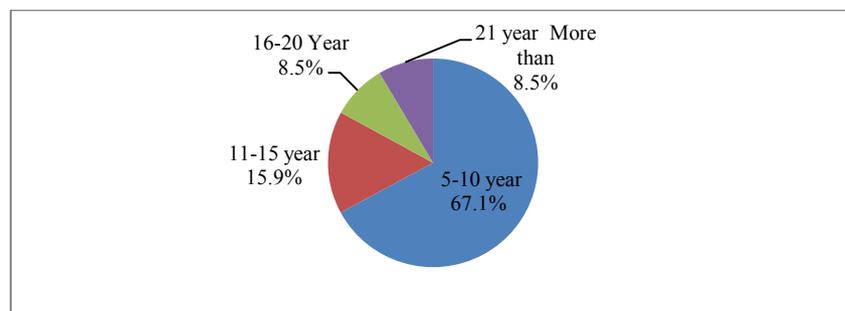


Figure 1 The Work Experience of the Study Participants

Figure 1 shows the work experience of the study participants. The percentage of workers with 5-10-year experience is 67,1%, an 11-15-year experience is 15,9%, whereas a 16 – 20-year experience is 8,5%.

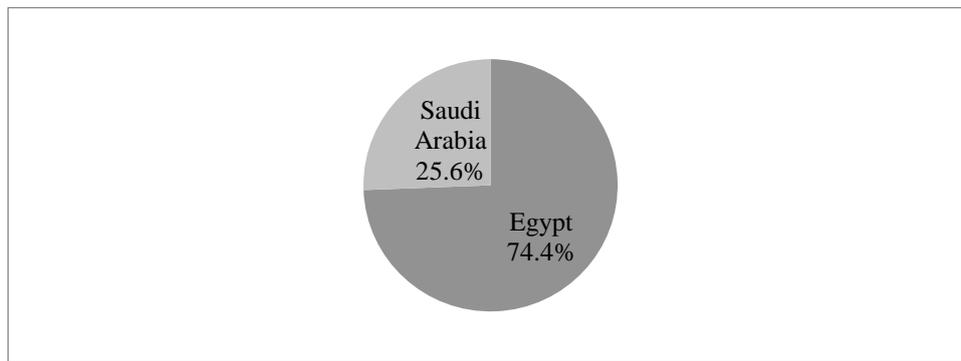


Figure 2 Response Rate by Country (Egypt-Saudi Arabia)

Figure 2 shows that Egyptian hotels are at the top with a percentage of 74,4%, whereas Saudi Arabian hotels come in the second stage with 25,6%.

3.3.1 The General Policies of the State

Table 3 shows managers' responses towards the first axis regarding general policies of the state during crises. Some managers argue that the state should have applied more effective plans to avoid laying workers off. The means of these responses are 4,27, and the standard deviation is 0,847. Other managers' responses indicate that they carried out the state instructions during covid-19 with a means of 4,22 and a standard deviation of 0,917. Regarding the country's role in compensating inflicted workers, the mean of the responses is 3,11, and the standard deviation amounts to 1,133.

Table 3 General Policies of the State during Crises

State	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	The mean	Standard deviation	Ranking
Carried out the state instructions during covid-19	2.4	2.4	11	39	45.1	4.22	0.917	2
The country's role in compensating inflicted workers	3.7	1.2	15.9	36.6	42.7	4.13	0.978	3
Applied more effective plans to avoid laying workers off	0	3.7	14.6	32.9	48.8	4.27	0.847	1
We will miss many competencies after the end of the crisis	1.2	9.8	14.6	41.5	32.9	3.95	0.993	4
The administration was attracting some jobs to provide remote work before covid-19	4.9	11	31.7	12.2	40.2	3.72	1.240	5
The country's role in compensating inflicted workers	7.3	19.5	45.1	11	17.1	3.11	1.133	6
Average		3.9						

3.3.2 Strategic Plans besides Short-Term and Long-Term Policies

Table 4 shows managers' responses towards the second axis regarding strategic plans besides short-term and long-term policies. Some managers argue that they have prepared a plan to combat covid-19 using means of 2,65 and a standard deviation of 0,596. Other managers' responses indicate that the state has to provide inflicted workers with compensatory insurance during tourism crises with a means of 2,65 and a standard deviation of 0,674. Others argue that social insurance grants workers financial aid during economic, security, and pandemic crises with a means of 1,94 and a standard deviation of 1,133 0.851.

Table 4 Policies and Strategic Plans besides (short-term and long-term)

State	Disagree	Neither agree nor disagree	Agree	The mean	Standard deviation	Ranking
We have canceled development plans for the coming periods	22	47.6	30.5	2.09	0.724	12
There were plans to deal with crises	29.3	31.7	39	2.10	0.826	11
We have prepared a plan to combat the Covid 19 crisis	6.1	23.2	70.7	2.65	0.596	1
The plan included reducing employment since the beginning of the crisis	17.1	14.6	68.3	2.51	0.774	3
We have gradually reduced the number of laid-off workers	15.9	24.4	59.8	2.44	0.755	5
We reduced or eliminated the training budget to reduce costs	17.1	26.8	56.1	2.39	0.766	6
We have reduced or eliminated the internal/external social spending budget	17.1	29.3	53.7	2.37	0.762	7
We replaced the employee's annual leave balance with the current period as an alternative solution	28	30.5	41.5	2.13	0.828	10
We think of doing some work remotely as a more economical idea for some jobs (increasing flexibility)	15.9	19.5	64.6	2.49	0.758	4
Exploiting new international markets to compensate for the current loss	25.6	25.6	48.8	2.23	0.836	9
Social insurance covers part of the expenses for workers (economic crisis - security crises - epidemics - risks of nature)	39	28	32.9	1.94	0.851	13
We need compensatory insurances from the state to compensate workers during tourism crises	11	13.4	75.6	2.65	0.674	2
We opened part-time job opportunities (for limited hours) for workers to compensate for the lack of wages	22	32.9	45.1	2.23	0.790	8
Average		2.32				

3.3.3 The Skilled Worker Performance Level

Table (5) reflects the skilled worker performance level and its impact during crises. Some participants in the study confirm the intensive use of technology with a means of 2,77. Others claim the tourism sector is greatly affected by the skilled worker level with a means of 2,33. The means of distance training is 1,77.

Table 5 Reflects the Skilled Worker Performance Level

State	Disagree	Neither agree nor disagree	Agree	The mean	Standard deviation	Ranking
I think that the level of performance of employees was affected after the end of the crisis much as possible	19.5	28	52.4	2.33	0.787	2
We spent on remote training for the laid-off workers to keep their skills	47.6	28	24.4	1.77	0.821	3
We have implemented new IT systems to perform remote business as much as possible	24.4	24.4	51.2	2.77	0.832	1
Average		2.29				

3.3.4 Alternative Solutions for doing Work during Crises

Table (6) discusses the responses regarding the axis of alternative solutions for doing work during crises. The means of reducing the operational processes during crises is 3,90, whereas the means of not laying workers off is 3,87. The lowest means is 3,43 regarding giving a chance for workers to participate in sharing opinions and solutions with managers.

Table 6 Alternative Solutions for doing Work during Crises

State	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	The mean	Standard deviation	Ranking
We downsized operations to save operational costs	1.2	6.1	23.3	40.2	29.3	3.90	0.938	1
We took the opinions of employees to find alternative solutions to confront the current crisis	2.4	19.5	28	32.9	17.1	3.43	1.066	4
We created prizes for employee ideas to reduce costs or increase sales	3.7	26.8	22	32,9	14.6	3.28	1.125	5
Staying on fixed labor in place	1.2	9.8	24.4	30.5	34.1	3.87	1.039	2
We had to lay off temporary workers to reduce costs and maximize profits	3.7	11	24.4	29.3	31.7	3.74	1.131	3
Average		3.64						

3.3.5 Financial Policies of the Management during Crises

Table (7) covers the axis of financial policies of the management during crises. Reducing wages amounts to 2,44, whereas negotiating about reducing wages for a fixed period is 2,21. The means of stopping wages at a crisis end is difficult to know.

Table 7 The Financial Policies of the Management during Crises

State	Disagree	Neither agree nor disagree	Agree	The mean	Standard deviation	Ranking
We have followed the policy of low wages (base wage)	18.3	19.5	62.5	2.44	0.787	1
Salary freeze	51.2	19.5	29.3	1.78	0.875	4
We prepared negotiation of wage reduction / time-bound payment term	22	35.4	42.7	2.21	0.782	2
There was transparency to inform the laid-off workers during the crisis	34.1	13.4	52.4	2.18	0.918	3
Average		2.15				

3.3.6 The Policy of Restoring Laid-off Workers

Table (8) covers managers' responses to the sixth axis regarding the policy of restoring laid-off workers. Some managers see that experienced workers are more skillful and aware of the place policy with a means of 2,85 and a standard deviation of 0,457. Others argue that workers may try to find another source of income during crises with a means of 2,73 and a standard deviation of 0,568. The lowest means is 2,05, and a standard deviation of 0,859 regarding responses saying that restoring workers leads to recruiting more efficient and skillful workers.

Table 8 The Policy of Restoring laid-off Workers

State	Disagree	Neither agree nor disagree	Agree	The mean	Standard deviation	Ranking
I have come to attract new skilled workers who are more efficient than before	34.1	26.8	39	2.05	0.859	5
Old workers have experience, skill, and knowledge of the policy of the place	4.1	4.9	90.2	2.85	0.475	1
I have a means of communication that facilitates restoring laid-off worker after the end of the crisis	13.4	23.3	63.4	2.50	0.724	3
I think that workers will look for alternative opportunities to find a source of income in light of the crisis	6.1	14.6	79.3	2.73	0.568	2
The administration incurs large sums and time to attract employment again	14.6	22	63.4	2.49	0.741	5
Average		2.52				

3.3.7 Workers' Job Loyalty and Adherence

Table (9) focuses on managers' responses regarding workers' job loyalty and adherence to the workplace with a means of 4,06 and a standard deviation of 0,894. In contrast, achieving job gains amounts to 4,00 and a standard deviation of 0,916. Responses saying that training,

evaluation, and incentives are the least elements of the job loyalty gained the lowest means by 3,80 and a standard deviation of 0,949.

Table 9 Workers' Job Loyalty and Adherence to the Workplace

State	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	The mean	Standard deviation	Ranking
Adherence to the workplace	1.2	3.7	18.3	41.5	35.4	4.06	0.894	1
Achieving many career gains	0	6.1	23.2	35.4	35.4	4.00	0.916	2
Relationship with colleagues	1.2	4.9	26.8	39	28	3.88	0.921	5
Policies followed in place (performance standards - evaluation - incentives - training)	0	12.2	19.5	43.9	24.4	3.80	0.949	7
The presence of a clear strategic plan and the availability of information in place	0	4.9	23.2	41.5	30.5	3.98	0.860	3
Financial return in place	0	8.5	24.2	28	39	3.98	0.994	4
We are working on improving our employee loyalty program	0	13.4	24.4	23.2	39	3.88	1.082	6
Average		3.94						

Table 10 Regression Coefficient

	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Standardized Coefficients	Sig.
						Beta	
The impact of public policies by the state on the job loyalty of employees to measure strategic planning as measured by the extent of loyalty to employees	.429 ^a	.184	.174	4.665	18.049	.429	.000 ^b
The effect of strategic plans and policies (short-term - long-term) on the job loyalty of employees to measure strategic planning as measured by the extent of loyalty of employees	.350	.123	.112	4.838	11.182	.350	.000 ^b
The effect of the level of performance and skill of employees on the job loyalty of employees to measure strategic planning as measured by the extent of loyalty to employees	.328	.107	.096	4.880	9.613	.328	.000b
The effect of alternative solutions to business performance during crises on the job loyalty of employees to measure strategic planning as measured by the extent of loyalty of employees	.439	.193	.183	4.639	19.144	.439	.000b
The effect of the financial return policies followed by the management on the job loyalty of the employees to measure the strategic planning as measured by the extent of loyalty of the employees	.151	.023	.011	5.105	1.877	.151	.000b
The effect of the employee return policy on the job loyalty of employees to measure strategic planning as measured by the extent of loyalty of employees	.335	.112	.101	4.867	10.097	.335	.000b

4. Conclusion

To conclude, policies and strategic plans must consider their impact on the performance level and the significance of finding alternative solutions for assuming work distantly during crises, including founding well-made infrastructure and effective communication technology. Furthermore, the need to restore skilled workers must be considered before being attracted from other sectors searching for better income during hard financial conditions.

Thus, the current study emphasizes the importance of carefully following elaborate financial policies to guarantee the continuity of work besides supplying employees with a part of their salaries. This result will be reached at least by following the suggested solutions, including providing workers and their families with social solidarity and loans, which helps to make workers faithful and loyal to their work during crises.

Results of the statistical analysis show a significant correlation between workers' loyalty and alternative solutions concerning doing work 43% confirms the significance of involving workers in giving opinions and views during crises in a way that exceeds caring with tangible factors and the state policies by 41%. There is also a statistically significant correlation between alternative solutions for assuming work during crises and the general state policies plus the skillful performance level.

There is also a significant correlation between tangible policies and management's strategic plans. In addition, the study showed a statistically significant correlation between restoring workers' policy and short-term and long-term policies put by management.

The study applied the country's general policies and strategies to all tourism sectors. Results showed that 80 % of these policies are approved, indicating tourism's great danger during crises. Results directed attention to the significance of finding better alternative solutions than the unprepared ones. About 91 % of managers argued that several skillful workers might quit after the end of the pandemic.

Results of the study included some significant statistics at the very beginning of covid-19 as follows: the number of workers was reduced by 71%, some hotels cancelled the training budget to reduce costs by 56% and replaced workers' reservoir of annual leaves with the current vacation as a substitute solution by 41%. Some hotels allowed part-time jobs to make workers compensate for salary reductions but in vain. 51% of the study sample reduced salaries to the primary one, 24% stopped paying salaries to employees, whereas 42% of managers refused that idea. 43% of participants in the study said they were transparent when informing workers about laying off decisions, whereas 28% were not clear in doing so. The wealth and reservoir of hotels and workers' conditions must be improved constantly and intensively, especially when tangible factors face crises. So, hotels have to put short –and long–term strategies to guarantee workers' loyalty.

5. Recommendations

Based on study findings, the study recommends the following

- Workers must be included and participate with management in decisions making during crises more than depending on tangible factors.
- Provide workers with training programs to develop their workplace skills and loyalty.
- Managers need to restore their employees once the crisis ends, that help to pass hardships.
- Managers must prepare developmental plans in advance to face crises and losses.
- Human resources management needs to Develop strategic and contingency plans to respond to crises that include solutions for workers in times of crisis, such as awareness of their partners in life insurance.
- It is necessary to make workers aware of protective measures and alternative solutions to upgrade creative thinking, which helps them to overcome crises.

- It is necessary to provide workers with fair evaluation, incentives, and training to make them work longer.
- Following the policy of making employees stick to remaining at their workplaces and not quitting through the following steps: teamwork relations, job security, caring for social and psychological needs, providing loans, social solidarity, replacing current vacations with annual leaves, and exchanging training experience to help tourism sector develop and flourish.
- Working on creating a spirit of innovation and competition through flexible work styles such as part-time and distance work.
- The study recommends that decision makers and legislators include financial clauses and obligations in the event of natural disasters and crises to guarantee contractors' rights and formally oblige employers to develop a loyalty to tourist workers and not turn them over into other sectors.
- Investigating the negative impact of covid-19 on airline reservations and logistic services is recommended in future research work.

6. Future Work

The study reveals the importance of estimating the impact of the COVID-19 pandemic on flight bookings and logistics support services.

References

- Annabeth,L .(2020).Wary analysts await Monday rescue plan, but warn of deeper recession risks: Their key concern is the labour market as the pandemic fallout spreads beyond the tourism-related sectors.
- Aoki, K., Delbridge, R., & Endo, T. (2014). “Japanese human resource management” in post-bubble Japan. *International Journal of Human Resource Management*, 25(18), 2551–2572. <https://doi.org/10.1080/09585192.2012.722118>.
- Aoki, K., Delbridge, R., and Endo, T. (2011), ‘Continuity and Change in Japan’s Automotive Industry,’ *Ivey Business Journal*, January–February, 1–11.
- Arun, M G.(2020). How safe is your job: With the economy in a pandemic seizure, no industry is really immune though some are more vulnerable than others. Expect pay cuts or worse.India ; New Delhi (May 11,).
- Belias,D., Trivellas,P., and Koustelios.,A. (2017).*Human Resource Management, Strategic Leadership Development and the Greek Tourism Sector,Tourism, Culture and Heritage in a Smart Economy*, ISBN : 978-3-319-47731-2.
- Bremser, K., Alonso-Almeida, M. del M., & Llach, J. (2018). Strategic alternatives for tourism companies to overcome times of crisis. *Service Business*, 12(2), 229–251. <https://doi.org/10.1007/s11628-017-0344-7>.
- Cascio, W. F., & Wynn, P.(2004). Managing a downsizing process. *Human Resource Management, Journal*, 43(4) 425-436.
- Cascio, W. F. (2010). Employment downsizing: Causes, costs, and consequences. *More than Bricks in the Wall: Organizational Perspectives for Sustainable Success*, 87–96. https://doi.org/10.1007/978-3-8349-8945-1_9.
- Cascio, M. Lo & Aliano, M. (2016). *Long Term Patterns of European Accumulation and Growth: Europe at a Turning Point* Springer International Publishing Switzerland 2016 L. Paganetto (ed.), *Stagnation Versus Growth in Europe*, DOI 10.1007/978-3-319-26952-8_4.
- Cazes S., Verick S. (2013). The South African Labour Market: Long-term Structural Problems Exacerbated by the Global Financial Crisis. In: *The Labour Markets of Emerging Economies*. Advances in Labour Studies. Palgrave Macmillan, London.

- Chaisawat, M. (2006). Policy and planning of tourism product development in Thailand: A proposed model. *Asia Pacific Journal of Tourism Research*, 11(1), 1–16. <https://doi.org/10.1080/10941660500500576>
- Chi Lam, C.C ; Cheung .F. Wu.A.M.S (2019). *Job Insecurity, Occupational Future Time Perspective, and Psychological Distress Among Casino Employees*, Springer Science+Business Media.
- Chikudate, N. (2015). *Collective myopia in Japanese organizations: a transcultural approach for identifying , corporate meltdowns*. Palgrave: MacMillan.
- Ehnert, I., & Harry, W. (2012). Recent developments and future prospects on sustainable human resource, management: introduction to the special issue. *Management Revue*, 23(3), 221–238.
- Ehnert, I. (2006). Sustainability issues in human resource management: linkages, theoretical approaches, and outlines for emerging field, Paper presented for 21st EIASM SHRM Workshop, Birmingham, 28–29 March.
- Eric, M & Sarah, C. (2020). U.S. Employers Cut 701,000 Jobs in March; Data does not reflect the magnitude of jobs being lost due to the coronavirus pandemic. *Wall Street Journal (Online)*; New York, N.Y. [New York, N. Y]03 Apr 2020.
- Floyd, L., Steenson, W., Coulthard, A., Williams, D., & Pickering, A. (2017). *Employment, Labour and Industrial Law in Australia*. Cambridge: Cambridge University Press. doi:10.1017/9781316780091.
- Gecker, R. (2009). industry suppliersfr meeting and inoenuve firms to DMCs ip event management companies lard. Here what diey re doing to survive. *CORPORATE MEHiNfiS & ÎNCEMTÎVES*.
- Gunderson ,M.(2011).Impact of Sector Councils: A Canadian Institution Morley , Published online: 10 September Springer Science+Business Media, *J Labor Res* (2011) 32:414–426 DOI 10.1007/s12122-011-9119-4.
- Hammam, A., Fathy, S., & Sayed, E. (2017). The effect of political instability and terrorism on the migration of egyptian hospitality manpower. April.
- Hartley, J., Wen, W., & Li, H. S. (2015). *Creative economy and culture: Challenges, changes and future for creative industries* (Internationalth ed.). London: SAGE.
- Honore, J., Mac, F., & Mae, F. (2010). *THE AMERICAN WORKERS IN THIS ECONOMIC CRISIS* John Honore. 14(2), 75–87.
- International Labour Organization.(2020). *Managing Conflicts anDisasters:Exploring Collaboration between Employers’ and Workers’ Organizations*.
- Israeli, A. A., & Reichel, A. (2003). Hospitality crisis management practices: The Israeli case. *International Journal of Hospitality Management*, 22(4), 353–372. [https://doi.org/10.1016/S0278-4319\(03\)00070-7](https://doi.org/10.1016/S0278-4319(03)00070-7)
- Julian , Y.(2007). Flood-hit firms warned about lay-offs and cutting hours. *Caterer & Hotelkeeper*. 8/9/2007, Vol. 197 Issue 4488, p6-6. 1p.
- Katsuki, A., Delbridge,R & Endo,T. (2014) . Japanese human resource management’ in post-bubble Japan, *The International Journal of Human Resource Management*, 25:18, 2551-2572, DOI: 10.1080/09585192.2012.722118
- Lang, E., Ovens, H., Schull, M. J., Rosenberg, H., & Snider, C. (2020). Authentic emergency department leadership during a pandemic. *Canadian Journal of Emergency Medicine*, 22(4), 400–403. <https://doi.org/10.1017/cem.2020.360>
- Lavelle, L. (2002). Swing that ax with care. *BusinessWeek*, p. 78. <https://doi.org/10.1080/09585192.2012.722118>.
- Ludviga,I.(2020). *Social Representations of Employee Creativity in Workplace: Are Myths Still Alive?*,6 Springer International Publishing.
- Luna & Nancy.(2020). *Grocery and restaurant brands forge partnerships amid widespread*

- layoffs Nation's Restaurant News, 00280518, Vol. 54, Issue 5, Database:report, Hospitality&TourismComplete, Prism Business Information. All rights reserved. www.prismb2b.com Cuts at Hovis threaten Wigan plant jobs. British Baker, 00070300, 12/11/2015.
- Markakis, M. (2017). Can Governments Control Mass Layoffs by Employers? Economic Freedoms vs Labour Rights in Case C-201/15 AGET Iraklis. *European Constitutional Law Review*, 13(4), 724-743. doi:10.1017/S157401961700027X.
 - Mariappanadar, S. (2003). Sustainable human resource management: the sustainable and unsustainable , dilemmas of downsizing. *International Journal of Social Economics*, 30, 906–923.
 - Melamed ,C ., Samman,E.(2015). Equity ,inequality and Human Development in a post-Framwork., UNICEF Human Development Report.
 - Mitsopoulos, M. (2016). Stagnation Versus Growth in Europe. *Stagnation Versus Growth in Europe*, 155–182. <https://doi.org/10.1007/978-3-319-26952-8>
 - Nkomo, M .S .(2017). Strategic Planning for Human resource –let’s get started, long Rang planning, Vol.21,1,pp.66 to72.
 - Redman, A., Arnim.W., Matthias.B(2021).Current practice of assessing students' sustainability competencies: a review of tools, VL - 16, DO - 10.1007/s11625-020-00855-1, *Sustainability Science*.
 - Redman, A.,Wilkinson,A.(2009).Contemporary Human Resource Management., Financial Times/Prentice Hall, 0273716336, 9780273716334.
 - Samuil, I., Ionica, A. C., Leba, M., Noaghi, S., & Rocha, A. (2020). Towards a Business Model for Post-industrial Tourism Development in Jiu Valley, Romania. *Advances in Intelligent Systems and Computing*, 1159 AISC, 568–577. https://doi.org/10.1007/978-3-030-45688-7_57.
 - Sarnovics, A. (2010). Human resource development in public adminsitration: A case of Latvia.
 - Scandura ,t & lankau, m. J. (1997). Relationships of gender, family responsibility and -exible work hours to organizational commitment and job satisfaction Department of Management, University of Miami, Coral Gables, FL 33124-9145, U.S.A
 - Serdaris,P; Varsanis,K and Grigoriou,I.(2017) .Human Resource Management, Strategic, Leadership Development and the Greek,Tourism Sector ;.Tourism, Culture and Heritage in a Smart Economy, Springer Proceedings in Business and Economics, DOI 10.1007/978-3-319-47732-9_13.
 - Shankar,R,U. (2018). Examining the Impact of HRD Practices on Organizational Commitment and Intention to Stay Within Selected Software Companies in India, Vol. 20(1) 11–43 sagepub.com/journalsPermissions.nav.
 - Staikou, V., & Stergiou, D. (2015). The impact of the economic crisis on HRM among, Five-Star hotels in Greece. Paper presented at the International Conference on Business & Economics of the Hellenic Open University 2015, Athens, Athens: HOU.
 - Sung, S. Y., & Choi, J. N. (2014). Multiple dimensions of human resourc development and organizational performance. *Journal of Organizational Behavior*, 35, 851-870. doi:10.1002/job.1933.
 - Takahiro, S.(2012). Economic Relations between India and Japan, *Eurasian Geography and Economics*, 53:4, 457-478, DOI: 10.2747/1539-7216.53.4.457 : <https://doi.org/10.2747/1539-7216.53.4.457>.
 - Trivellas, P. (2011). Work motivation and job performance of frontline employees: The mediatingrole of organizational commitment, *IEEE* (pp. 1878–1882), (IEEM 2011).
 - Trivellas, P., & Santouridis, I. (2016). Job satisfaction as a mediator of the relationship

between service quality and organizational commitment in higher education. An Empirical Study of Faculty and Administration Staff, *Total Quality Management & Business Excellence*, 27(1–2),169–183.

- United Nations. (2020). A UN framework for the immediate response to Table of Contents. United Nations, April.
- Weiss, A. (1986). Job Queues and Layoffs in Labor Markets with Flexible Wages. In G. Akerlof & J. Yellen (Eds.), *Efficiency Wage Models of the Labor Market* (pp. 102-114). Cambridge: Cambridge University Press. doi:10.1017/CBO9780511559594.008.
- Wong, M. M. L. (2018). Stratified sustainability in human resource management in Japanese subsidiaries in Hong Kong. *Asian Journal of Business Ethics*, 7(2), 151–175. <https://doi.org/10.1007/s13520-017-0082-x>.
- Zatzick, C. D., & Iverson, R. D. (2006). High-involvement management and workforce reduction: Competitive advantage or disadvantage? *Academy of Management Journal*, 49: 999-1015.



تقييم تأثير السياسات المتبعة اثناء الأزمات على ولاء العاملين وبقاءهم في مجال السياحة

بالتطبيق على جائحة Covid-19

الفاطمة سلامه

قسم إدارة الضيافة – الكلية التطبيقية – جامعة الأميرة نوره بنت عبد الرحمن – الرياض – السعودية
قسم إدارة الفنادق – كلية السياحة والفنادق – جامعة المنيا

المخلص	معلومات المقالة
<p>ركزت العديد من الدراسات علي أهمية وضع الخطط الاستراتيجية لمواجهة الأزمات والكوارث وطرق التعامل معها من خلال أداء الأعمال والسياسات المالية وسياسات التسريح وغيرها، إلا أنه كان جانب الحفاظ على الولاء والانتماء لدي العاملين بالقطاع السياحي لم يتم التطرق إليه بوضوح وقت الأزمات واثاء وضع الخطط الاستراتيجية علي الأمد القريب بالرغم من تأثير الولاء والانتماء علي الأمد البعيد بالتخطيط الاستراتيجي ركزت الدراسة الحالية على سبب زيادة نسبة تسرب العاملين من قطاع السياحة.</p> <p>ولتحقيق هذا الهدف قامت الباحثة بتصميم استبيان وتوزيعه على عينة عشوائية ضمت ١٣٥ من مديري الموارد البشرية ومديري قطاع الضيافة العاملين في الفنادق ومطاعم الوجبات السريعة في مصر والمملكة العربية السعودية. اعتمدت الدراسة علي استخدام التحليل الوصفي للعينة وبرنامج (SPSS) من خلال الاستقصاء .</p> <p>أثبتت نتائج الدراسة أن إدارة الموارد البشرية بمؤسسات الضيافة تحتاج إلي بناء جسور من الانتماء والثقة بينها وبين العاملين بها بشكل مستمر وليس وقت الأزمات لخلق خبرة إيجابية، والحفاظ علي الكوادر الماهرة والمدربة. توصلت نتائج الدراسة إلي أهمية السياسات المتبعة من قبل الموارد البشرية بمؤسسات الضيافة لزيادة الانتماء والثقة بينها وبين العاملين بشكل مستمر وتمسك الإدارة بالعناصر البشرية للحد من تسرب العمالة الماهرة والمدربة الي قطاعات اخري بعد انتهاء الازمات.</p>	<p>الكلمات المفتاحية أزمة كوفيد ١٩ ؛ السياسات ؛ الخطط الإستراتيجية ؛ ولاء العاملين ؛ قطاع الضيافة.</p> <p>(JAAUTH) المجلد ٢٣ ، العدد ١ ، (٢٠٢٢) ص ١١٠-١٢٨.</p>