



Measuring Job Insecurity Perceptions of Hotel Employees and Its' impact on Job Engagement and Turnover Intention

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KEYWORDS

Job insecurity
Job Engagement
Turnover intention

ABSTRACT

Hotel employees need to feel job security in a way to maintain their life and their families as well. In this respect, the current study focuses on job insecurity among hotel employees and how it can affect negatively or positively job engagement and turnover intention in Egyptian and Saudi Arabian hotels. In addition, the study investigates the correlation between job insecurity and job engagement, and turnover intention. Primary data were collected by a questionnaire form that distributed via the internet; the study was used SPSS version 23, also Pearson Coefficient correlation, as well as Mann Whitney U test, have been used to investigate research hypotheses. The results of the study illustrated that there is a high level of job insecurity among employees in both countries, and there is a strong negative correlation between job insecurity and job engagement, on contrary, it was found a statistically strong positive correlation between job insecurity and turnover intention in both countries which can maintain generalization of results. The research suggests some recommendations to hotel managers to maintain and increase the job security of their employees as hiring the right of employee in the appropriate work, improving salaries and remuneration system, taking care of the working environment, keeping a flexible working schedule, involving employees in decision making, applying empowerment policy, train employees on new technology related to their work to facilitate their work, and setting clear and bias assessment factors to promote employees.

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1. Introduction

Hotel employees need to feel job security in a way to maintain their life and their families as well. In this respect, the current study focuses on job insecurity among hotel employees and how it can affect negatively or positively job engagement and

turnover intention in Egyptian and Saudi Arabian hotels.

The study aim is to measure job insecurity perceptions of hotel employees and its' impact on job engagement and turnover intention in Egyptian and Saudi Arabian hotels. At the same time, to answer the question of the study: What are the most

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considerable reasons which are responsible for job insecurity in the selected sample?

The importance of research is due to plenty of negative outcomes related to job insecurity in the hotel industry. Furthermore, the continuity of job insecurity phenomenon as well the difficulty of measuring job insecurity perceptions by employers because it is considered as a hidden feeling of employees about the likelihood of losing their job.

2. Literature Review

2.1. Importance of job security

Job security helps employees do not worry about their current and future working life. Furthermore, job security is considered a critical right of any employee which guarantees that the employee and his/her family will not be destitute of their income and maintain a safe future life. In addition, it also plays an important role in both social and working life (Senol, 2011). On the other side, it is difficult for employers to guarantee job security to all employees due to seasonality, economic downturn, and/or technological changes Keim et al. (2014). Employers are using the perceived job insecurity to measure the job security of employees, which is also considered a significant determinant of job satisfaction as well, (Artz and Kaya, 2014).

2.2. Job insecurity and its' negative effects

Sverke et al., (2002) described job insecurity as "an employee's perception of whether there is a risk for the continuity of their employment, as well as their perception and interpretation of the work environments". They also discovered that job instability (job insecurity) can cause physical and psychological stress, causing individuals to be unable to commit enough energy to their jobs, consequently impacting their job performance and engagement. Green (2003), noted that a sense of job insecurity can stem either from the economic components of a job or the nature of the work itself, the latter is more easily quantifiable and more likely to have significant and negative implications in one's life.

According to Probst et al., (2007) demonstrated that employees who do not feel job security, have a decrease in creativity and problem-solving skills, which has a detrimental impact on the organization's performance. Gilboa et al., (2008), in their study of the negative effects of job insecurity, concluded that it has a negative impact on the organization. De Cuyper et al., (2010) found

that the organizational and personal consequences of job insecurity negatively impacted job performance as well as employee engagement, resulting in attitudinal reactions such as employees' intentions to leave their jobs and reduced organizational communication.

The mediated relationship between job insecurity, emotional exhaustion, and job performance of employees has been tested, according to Selenko et al., (2013). While it has been documented that job insecurity has a negative impact on employment in general by aggravating psychosomatic strain, they also showed that employees are subjected to high emotional demands as a result of job insecurity strains and threats, as well as difficult customer interactions, necessitating research into whether job insecurity, emotional exhaustion, and job engagement are linked to employee satisfaction and loyalty. The study also demonstrated that Job insecurity can be caused by a variety of factors, including laziness (negligence of employee).

While Keim et al., (2014) defined job insecurity as "The overall apprehension of the continuing of one's job". "Individual's evaluation of how likely it is that one will lose one's job in near future" by Ellonen & Nätti (2015). Another definition set by Vander et al., (2016) as "The subjectively perceived and undesired possibility to lose the present job in the future, as well as the fear or worries related to this possibility of job loss"., also defined as "a perceived threat to the continuity and stability of employment as it is currently experienced" (Shoss, 2017).

It can be concluded from the previous literature that job insecurity is a continuity phenomenon in the hotel industry that has negative impacts (effects) on both hotels and employees as well. Also, it is considered a determinate to poor job performance and emotional exhaustion, and lots of elements related to psychological health.

Elanzy (2014) and El Kahtany (2001) pointed out that there is a huge argument on job insecurity measurement, regardless of different concepts were used to help in measuring job insecurity, as follows:

- Taking care of the organization of their employees: by involving employees in management decisions, listening to staff's opinions and recommendations, feeling of job engagement, and so on.
- Job engagement: through increasing job loyalty of employees and decreasing turnover.

Continuing of organization in their work: through the development of the business and increasing competitive advantage of the company among their competitors.

2.3. Impact of job insecurity on job engagement.

The disengaged employee is not excited or desirous to contribute positively to their job and thus to add benefits to their organization and therefore is not actively engaged in work (Hagedorn, 2000). Job engagement is defined as “a person's enthusiasm and involvement in his/her job” developed by (Roberts and Davenport, 2002), Truss et al., (2007), noted that employees who are highly engaged in their jobs demonstrate personality with the work and are more encouraged by the work itself. Most often employee engagement has been defined as an emotional and intellectual commitment to the organization. Job engagement is simply defined as “passion for work”. They need to be addressed because they are directly affected customer service quality and organizational performance (Truss et al., 2007). Engaged employees tend to work harder and more productively than their disengaged employees and are more likely to produce the results their clients and hotels want (Insync Survey, 2011). Furthermore, both job satisfaction and employee engagement are desirable consequences for any work field; (Chen & Chen, 2012). Therefore, job insecurity is considerably negatively associated with job performance and has a negative relationship with job engagement (Wang et al., 2015).

Impact of job insecurity on Turnover Intention

Ramlall, (2003) demonstrated that job insecurity has a negative effect on employees' psychological stress and downsizing of employees (turnover) which is considered as a predictor of organizational efficiency and is more costly to the hotel. De croon et al., (2004) defined employee turnover as “an employee withdrawal from their work”.

Therefore, Gomez-Mejia et al., (2007) explained that major turnover costs might include:

- Separation: Exit interview, paperwork processing
- Recruitment: Advertising, recruiter fees
- Selection: pre-employment testing, interviewing
- Hiring: orientation, training

– Productivity: vacancy cost, disruption Bertelli, (2007) in his research showed that employees in the public sector are more secure than employees in the private sector because they have high levels of job engagement and organizational commitment. Shim, (2010) indicated that Turnover intention can be classified into three categories: unpreventable turnover, desirable turnover, and undesirable turnover. The unpreventable turnover is due to illness, family issues, or retirement. Moreover, the desirable turnover is due to the employee's incompetence. Lastly, undesirable turnover would include competent and qualified employees leaving due to such organizational issues as lack of supervision, poor support, and role conflict (which is concerned in the current study). Economics assured that there is a relationship between employee turnover and human resources practices, especially rewards and remunerations. They explained that employees leave their jobs for many reasons i.e. low salaries and benefits, as well as there are some psychological strains such as dissatisfaction with work, poor job security, and a bad work environment; (Cho and Lewis, 2012). Abolade, (2018) and Cohen et al., (2016) considered turnover intention in their studies as a proxy and predictor of employees' actual turnover rate. Furthermore, to investigate the relationship between job insecurity and turnover intention from an employee perspective; it was found that there are other causes that could include lack of skills employees, low level of education, bad behaviour of workers, insurrection, grievances, work underload, work-overload, discipline absent and working against the ethics of the organization. A previous study conducted by Shoss, (2017) illustrated that employees' feelings that they may lose their current job soon, for many reasons, such as higher workload and poor task and contextual performances, work dissatisfaction, unethical organizational behaviour, and heightened quitting intentions ratio. Abuelnasr (2020) demonstrated in his study that there is a positive relationship between the feeling of job insecurity and turnover intention among employees, such significant relations have an observable impact on the inefficiency of employees and organizational commitment as well.

It is observable from the previous studies that there is a correlation between job insecurity and job engagement and turnover intention, in this respect, the research will investigate these correlations and

try to determine the reasons which are responsible for job insecurity.

Based on the above inferences in the literature review between job insecurity, job engagement, and turnover intention, the research will examine the following hypotheses:

H1: Job insecurity would be negatively affected job engagement.

H2: Job insecurity would be positively affected by turnover intention

3. Research Methodology

3.1. Measurement and Instrument

Primary data were collected from hotel employees using a questionnaire form to examine the research aim and to investigate research hypotheses. All subjective measures described below used a 5 Likert response scale ranging from (1) which

means strongly disagree to (5) which means strongly agree. The questionnaire was developed by Jung et al. (2021) (Table 1 shows the main source) and consists of four parts, part one addressed demographic data of the respondents such as age, gender, marital status, educational level, years of working in the current job, Part two was used to measure job insecurity, part three was designed to measure job engagement of employees. The fourth part was used to measure participants' turnover intention. The questionnaire also investigated respondents' opinions about reasons which are responsible for job insecurity. The study is mainly quantitative in nature, it has used a random sample technique. The questionnaires were distributed to the employees via the internet to ease accessibility to many numbers of employees and to reserve preventive precautions during the Covid-19 epidemic. Table 1 shows questionnaire items and their abbreviations as used in the SPSS program.

Table 1

Measurement items of the research

Variables	Measurement Items	Main source
Job Insecurity (JI)		Pienaar et al., (2013) and Akgunduz & Eryilmaz (2018)
J11	I feel confident in my ability to keep my job.	
J12	I'm concerned about the job's future prospects.	
J13	I believe I am in danger of losing my job.	
J14	I believe I will soon lose my job.	
Job Engagement (JE)		Schaufeli et al., (2002, 2006)
JE1	I find that the work I do has a lot of significance and purpose.	
JE2	I am ecstatic about my work.	
JE3	My job motivates me.	
JE4	I'm bursting at the seams with enthusiasm at work.	
JE5	When I'm working, I get carried away.	
Turnover Intention (TI)		Bluedorn (1982)
TI1	I occasionally feel compelled to leave my current position.	
TI2	In one year or less, I will leave my current hotel position.	
TI3	I'm seriously considering quitting my current position to work at a different hotel.	
TI4	If the current situation worsens even slightly, I will leave this motel.	

3.2. Sample and Data Collection

In a comparative study, the means, or proportions of some characters in two or more comparison groups are observed. A statistical test is then applied to determine the significant difference between the means or proportions observed in the different groups (Singh & Masuku,2014). The study was conducted on five-star hotels in Egyptian and Saudi Arabian hotels because they consider the most important tourist destinations in our radius.

Furthermore, to display if there is a difference between job insecurity between the two countries regardless of employee's nationality. A questionnaire form was distributed in a number of Cairo and Makka hotels, to collect primary data from hotel employees in operational departments and divisions mainly Rooms, Food and Beverage, and Housekeeping as operational departments have labour-intensive and high turnover in general. 120 Questionnaire forms were distributed in each country, only 83 forms were valid to analyse from

Egyptian employees while only 71 questionnaires were valid for Saudi Arabian respondents.

3.3. Data Analysis

3.3.1. Validity and Reliability of the study instrument

Cronbach's Alpha statistics were used to test the reliability of the research instrument variables, the results indicated that all the coefficients were

above 0.60, which assured that the questionnaire dimensions were reliable. Concerning the validity of the instrument, the questionnaire was pre-tested for its validity via some colleagues and professors at hotel management departments in Egypt and Saudi Arabia, to get feedback regarding the clarity and validity of the instrument. It was also found that all dimensions of the study instrument were valid to measure the hypotheses, as shown in table 2.

Table 2

Cronbach's Alpha of the questionnaire Variables

Variables (Dimensions)	No. of items	Cronbach's Alpha (Egypt)	Cronbach's Alpha (Saudi Araba)
Job Insecurity Variable	4	.890**	.914**
Job Engagement Variable	5	.919**	.936**
Turnover intention Variable	4	.860**	.884**

4. Research findings

4.1. Profile of the Egyptian Employees

The following table shows the respondents' profiles in Egyptian hotels as follows: the total number of respondents was 83, and most of them were male with a mean of 1.16 and St. Deviation .376**, this result agrees with Sobaih's findings (2015) that number of male employees in Egyptian hotels are greater than female ones. Regarding respondents' age, the results present that most of

them were from 26 to 30 years with 65%, followed by employees ranging from 18 to 25 years. The findings also showed that most of the respondents had bachelor's degrees with 80%, for the marital status of respondents it was found that the number of single and others (such as divorcees and widowers) is equal to 35 percent approximately. the following table represents the mean, Standard Deviation, and variance according to skewness.

Table 3.

Descriptive Statistics of Egyptian respondents' profile

Attributes	N	Minimum	Maximum	Mean	Std. Dev.	Variance	Skewness	
Gender	83	1.00	2.00	1.1687	.37674	0.142	1.802	0.264
Age	83	1.00	4.00	1.9398	.65050	0.423	0.603	0.264
Education	83	1.00	3.00	2.0000	.44173	0.195	0.000	0.264
Marital Status	83	1.00	3.00	2.0120	.91723	0.841	-0.024	0.264

4.2. Profile of Saudi Arabian employees

Table 4 represents demographic data of hotel employees in Saudi Arabian hotels, the results revealed that the number of respondents was 71, most of them were male with 94 percent which is higher than the ratio in Egyptian hotels, which assured the previous result with Sobaih (2015) that numbers of male workers in the hotel industry are greater than a number of females. Results illustrated that slightly half of respondents range from 26 to 30 years with 52% followed by employees from 31 to 40 years old with 30%, which seems different from the finding of Egyptian respondents' ages. The educational level of

respondents was similar to Egyptian hotels' results, that most of the respondents had bachelor's degrees. The results also presented that 44% of the respondents were either divorced or widows, while 40% of them were single but 17% of them were married and have children. It seems that there is no observable significant difference in terms of demographic data between the two selected samples. Also, the research investigated respondents' years of working in their current job: the findings demonstrated that the number of employees who have worked less than 1 year is 27% in Egypt and 28% in Saudi Arabia, employees who have worked from 1 to 3 years were 53% in

Egypt and 52% in Saudi Arabia, these results assured that approximately half of the employees don't work more than 3 years in their current job

which supports the research purpose (this shown in table 4).

Table 4

Descriptive Statistics of Saudi Arabian respondents 'profile

Attributes	N	Minimum	Maximum	Mean	Std. Devi.	Skewness	
Gender	71	1.00	2.00	1.0563	0.23221	3.932	0.285
Age	71	1.00	3.00	2.1408	0.68234	-.184	0.285
Education Level	71	1.00	3.00	2.0282	0.44631	.136	0.285
Marital Status	71	1.00	3.00	2.0423	0.91709	-.085	0.285

Table 5 reveal frequencies and percentages of demographic data of the respondents in both countries, as follows:

Table 5

summary of the respondents' frequencies

Variables	Frequencies		Percentage	
	Egypt	Saudi Arabia	Egypt	Saudi Arabia
Gender				
Male	69	67	83	94
Female	14	4	17	6
Age				
From 18 to 25 years old	18	12	22	17
From 26 to 30 years old	54	37	65	52
From 31 to 40 years old	9	10	11	14
From 41 to 50 years.	2	12	2	17
Marital Status				
Single	34	28	41	40
Married with children	14	12	17	17
Others (divorced or widow)	35	31	42	44
Number of Years at current job				
Less than one year	22	20	27	28
From 1 to 3 years	44	37	53	52
From 3 to 5 years	12	12	15	17
More than 5 years	5	2	6	0.03

4.3. Measurement of job insecurity in Egyptian Hotels

Table (6) was used to investigate job insecurity perceptions among Egyptian employees, the result demonstrated that the selected sample of employees has a high level of job insecurity with 1 (which is higher than 0.01 level). In order, to examine the effect of job insecurity on the study variables: job engagement and turnover intention, Pearson Correlation Coefficient was used to examine these effects. Results indicated that there was a negative impact of job insecurity on job engagement with $r = -.575^{**}$, this result agrees with Jung et al.

(2021) who assured in their study that job insecurity had a negative effect on job engagement, this correlation indicates that when the level of job insecurity perception increases, perceived of job engagement decreases. On contrary, it was found that the impact of job insecurity on turnover intention was statistically strong positive effect with $.909^{**}$ that result disagrees with Jung et al. (2021) findings since they found in their study that there is a negative effect between job insecurity and turnover intention which means that the result may vary according to the country and environment of the study workplace. Furthermore, the study investigates respondents' opinions about

reasons for job insecurity, the respondents stated that salaries and benefits, recognition and promotion, and working conditions were

the most considerable reasons for job insecurity among Egyptian employees.

Table 6

Correlations between job insecurity, job engagement, and turnover in Egyptian Hotels

Variables	Insecurity	Engagement	Turnover
Insecurity	Pearson Correlation	1	-0.575**
	Sig. (2-tailed)		0.000
	N	83	83
Engagement	Pearson Correlation	-0.575**	1
	Sig. (2-tailed)	0.000	
	N	83	83
Turnover	Pearson Correlation	0.909**	-0.598**
	Sig. (2-tailed)	0.000	0.000
	N	83	83

4.4. Measurement of job insecurity in Saudi Arabian Hotels

Table (7) shows the correlation between job insecurity and job engagement and turnover intention in Saudi Arabian hotels. Pearson Correlation Coefficient was used to examine research hypotheses. The study considered job insecurity as an independent variable while job engagement and employee turnover intention are dependent variables. At first, the result demonstrated that respondents in Saudi Arabian hotels had perceived job insecurity with 1 which coincides with the result in Egyptian hotels' employees. Results also illustrated that there was a negative and statistically significant correlation between Job insecurity and job engagement with (r= -.826**, p is significant at the 0.01 level) On the contrary, results showed that the impact of job

insecurity on turnover intention is significant with strong positive correlate (r. 817**, while correlation is statistically significant at the 0.01 level). Furthermore, the study investigates respondents' opinions about reasons for job insecurity, they stated that working conditions, nature of the job, and hotel policies are considered the most considerable reasons for perceived job insecurity at their job.

It was observable that the effect of job insecurity on job engagement and turnover intention in Egyptian and Saudi Arabian hotels are similar and there isn't a significant difference declared. On contrary, it was found that is a difference between reasons for job insecurity between the two countries since poor salaries and wages are a major cause in Egypt while working conditions are the considerable cause in Saudi Arabia

Table (7)

Correlations between job insecurity and job engagement and turnover in Saudi Arabian Hotels

Variables	Insecurity	Engagement	Turnover
Insecurity	Pearson Correlation	1	-0.826**
	Sig. (2-tailed)		0.000
	N	71	71
Engagement	Pearson Correlation	-0.826**	1
	Sig. (2-tailed)	0.000	
	N	71	71
Turnover	Pearson Correlation	0.817**	-0.952**
	Sig. (2-tailed)	0.000	.000
	N	71	71

** Correlation is significant at the 0.01 level (2-tailed)

4.5. Variance Analysis

A statistical analysis of variance between Egyptian and Saudi Arabian hotels in terms of job insecurity, job engagement, and turnover intention, in this

respect, the research was used Mann -Whitney U test to illustrate significant difference between the two countries of the study. It can be noticed according to the Pearson Coefficient correlation

had used by the study that there is no significant difference between employees in the Egypt and Saudi Arabia hotels in regard to all variables of the study.

On the other hand, the study also used Mann Whitney U test to declare slightly any difference between the two countries, in terms of job insecurity, job engagement, and turnover intention. It was noticed that hotel employees in Egypt scored a higher mean rank score (M=100.44) than employees in Saudi Arabia (M=42.56) in terms of insecurity. This means that hotel employees in Egypt feel more insecure about their work than their employees in Saudi Arabia. Similarly, hotel employees in Egypt scored a higher mean rank

score (M=99.74) than employees in Saudi Arabia with (M=43.26) in regard to turnover, this finding assured that employees in both countries tend to leave their work (have turnover intention). While, hotel employees in Saudi Arabia scored a higher mean rank score (M=101.74) than employees in Egypt (M=41.46) in terms of their engagement, which means that hotel employees in Saudi Arabia feel more engaged than hotel employees in Egypt, this may be due to the term of contract conducted with employees in Saudi Arabian hotels is longer than the term of the contract in Egyptian hotels which don't exceed than 12 months.

Table 8

A summary of the Mann-Whitney U test

Variable	Hotel Employees	Mean rank score	Mann-Whitney U test	Asymp. Sig. (2 tailed)
Job Insecurity	Egypt	100.44	465.50	0.000*
	Saudi Arabia	42.56		
Job Engagement	Egypt	41.46	388	0.000*
	Saudi Arabia	101.54		
Turnover Intention	Egypt	99.74	515.50	0.000*
	Saudi Arabia	43.26		

*P-value < 0.05 = Significant

4.6. Regression Analysis

The regression analysis was conducted between job insecurity as the independent variable, and job engagement and turnover intention as the dependent variables. Table (9) indicates that negative job engagement and positive job turnover have proved to be significant consequences to job insecurity. These provide strong support to the

hypotheses H1 and H2 that there are significant positive relationships between job insecurity, job engagement, and job turnover. Therefore, hotel managers should improve the work environment to enhance the sense of job insecurity for staff and put in place new strategies to keep staff retention in order to improve job engagement and to reduce job turnover.

Table 9

Summary of research hypotheses

	Hypotheses	Egyptian Hotels	Saudi Arabian Hotels	Result (supported/no)
		Standardized Coefficient	Standardized Coefficient	
H1	Job insecurity would be negatively affected job engagement	-0.575**	-0.826**	supported
H2	Job insecurity would be positively affected on turnover intension	0.909**	0.817**	supported

5. Discussion and Conclusion

The research highlighted job insecurity as a current phenomenon facing employment in the hotel industry, although there have been lots of previous studies which were conducted on job insecurity from different perspectives. The current study

focuses on the inference's correlation between the study variables (job insecurity, job engagement, and turnover intention) in Egyptian and Saudi Arabian hotels, as two examples of touristic destinations in our radius. It was observable that respondents' profiles in both countries seem

similar in demographics data, which generalized the research's findings. The study was found a high level of job insecurity among Egyptian and Saudi Arabian employees which assured the research objective, also this result agrees with Betelli (2007) and De Cuyper et al. (2010) findings that the private sector such as the hotel industry has a high level of job insecurity and low level of job engagement. It was found that job insecurity can cause a variety of negative outcomes, especially on job engagement, turnover intention, and organizational commitment as noted by Borg & Elizur, (1992) and Abuelnasr (2020). The study's results also supported H1 which means that job insecurity has a negative effect on job engagement in both Egyptian and Saudi Arabian hotels. This result supports Severke et al. (2002) findings that perceived job insecurity can cause physical and psychological strains on employees especially job performance and job engagement. It is observable that there is a significant positive impact of job insecurity on turnover intention which supports H2 which means that when job insecurity increases, turnover intention also increases. This result disagrees with Ramlall (2003) in his study since he found that there is a negative impact of job insecurity and turnover intention. Therefore, the study suggests a number of recommendations to hotel managers helping to increase the level of job security, job engagement and reduce the turnover intention of employees, as follows: hiring the right employee in the appropriate work, improving salaries and remuneration system, taking care of the working environment and conditions, keeping a flexible working schedule, involving employees in decision making, applying empowerment policy, train employees on new technology related to their work to facilitate their work and save effort, finally setting clear and bias assessment factors to promote employees.

6. Research Limitations

The fundamental weakness of the study was the sample size, the sample of the study was minimal because the execution of the study had done during the third year of the Covid-19 pandemic, which was still spreading and still have a negative effect on the hospitality field. A larger sample size should be collected in future research. Another limitation of the study was the random sample type because questionnaire forms were distributed via the internet for safety and hygiene considers especially

in Saudi Arabian hotels. The study attempts to generalize the results through conducting research on both countries (Egypt and Saudi Arabia Hotels). hence, the study recommends future research should obtain a larger sample size, using a probability sampling technique to improve the generalizability of the findings. Further research must conduct after the Covid-19 pandemic for more accurate results and findings of measuring job insecurity of employees and its' impact on job engagement and turnover intention. In addition, further study can measure the impact of technology and digitalization (which has major impacts in different shapes in our business and life), on job insecurity in the hotel industry

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