

## **The Impact of Working Environment in Resorts on Job Satisfaction and Employee Turnover Intention: A Case of Egypt**

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### **Abstract**

The study aims to investigate the impact of the working environment on job satisfaction and employee turnover intentions (TI) in Egyptian resorts. This study relied on survey methodology. Questionnaires were distributed to employees in three and four-star resorts with 401 (89.11%) questionnaires being valid for statistical analysis. The results showed a significant positive relationship between job satisfaction (JS) and the two variables of workload and pay (WP) and company support (CS). Meanwhile, co-worker relationships did not affect JS. Furthermore, JS had a significant negative impact on employee TI. Moreover, WP had the greatest impact on the resort employees' turnover intention. Based on the results, the study recommends hospitality employers provide a welcoming work environment for their staff by creating a family-friendly work environment that might include on-site or sponsored childcare, maternity and paternity leaves, and sporadic family-friendly trips.

**Keywords:** Working environment, job satisfaction, turnover intention, resorts.

### **Introduction**

Because of the nature of the resort's work, employees are constantly under pressure and have a heavy workload (Chan and Mackenzie, 2013). Dean (2021) found that hospitality employees will not retain in the industry unless salaries, incentives, and working environment are improved. Whereas many studies examine turnover antecedents in the hospitality industry, the few relevant studies are limited to resorts' employees (Guzzo et al., 2021; Choy and Kamoche, 2021; Chen, 2021; Bajrami et al., 2021; Karatepe et al., 2021), So far, the resort subjects have been ignored. The study examines factors influencing employee turnover intention (TI) caused by resorts' working conditions. Due to chronic staff shortages in the hospitality industry, this objective is important and timely.

### **Literature review**

#### **Resort Working Environment (RWE)**

Resorts are characterized by long working hours and many positions in the industry are characterized by long and irregular working hours; as well shift works are very popular in resorts (Barrows et al., 2012). Despite morning and evening shifts, some positions require staff to work during the night, such as security officers and night auditors at the front desk. Employees are always required to work on public holidays, weekends, seasons, and feasts (Chan and Mackenzie, 2013). Over-time works due to peak seasons. The intentions about the bad impacts on one's health and family life lead to people being doubtful of working in the industry (Adisa et al., 2016).

Numerous entry-level positions with minimal skill levels are available at resorts. Staff without experience or abilities typically starts with a low starting salary, except

for managerial roles or those that call for specialized knowledge or language proficiency (Gomaa and Sobaih, 2014). Employees in front-of-the-house professions like receptionists or waiters are under a lot of pressure because they must interact with foreign visitors regularly. Employees working at resorts encounter resistance such as receiving complaints or dealing with irate guests, which puts them under constant pressure (Adisa et al., 2016).

It has been argued that seasonality places the most pressure on resorts which have difficulty whether either very cold or hot where employees quantity is very clearly defined in case of the tourist demand will increase in some periods and decrease in other periods of the year (Özkan et al., 2015). It is of particular concern for employees as seasonality leads to irregular vacations and unstable jobs (Karakas and Sahin, 2017; O'Neill and Follmer, 2020). All previous causes are vulnerable to affecting job satisfaction. Employees will be unsatisfied with their jobs and faced with exhaustion because of resorts' job characteristics that may lead them to leave their jobs (Blomme et al., 2010; Helmy, 2018).

### **Co-worker relationship**

Chandrasekar (2011) noted that the working environment in hotels has an impact on both job performance and employee retention. TIs were positively associated with abusive supervisors in one study, though coworkers' emotional support mitigated the negative effects (Xu et al., 2018). According to Rhee et al., (2017), the hotel industry can experience workplace rudeness, which might result in emotional exhaustion, serving as a protective element is self-efficacy. Unsurprisingly, fostering a strong company culture and positive social identity can reduce rudeness at work in hotels (Chen and Weng, 2019). The resilience of employees helped temper the negative impacts of abusive management on turnover intentions (Bani-Melhem et al., 2021). Employee resilience is affected by restricted contact with coworkers, which can exacerbate psychological effects like melancholy, stress, and anxiety (Aguilar-Quintana et al., 2021).

The linkage between co-worker relationships and job satisfaction has been investigated in prior literature, which demonstrates that the quality of professional relationships is a predictor of job satisfaction (Chen and Weng, 2019). The working environment is probably going to have a bad effect on job satisfaction and social interactions (Bulin´ska-Stangrecka and Bagien´ska, 2021). As a result, the study tests the role of co-worker relationships as an influencer on job satisfaction within the resorts with the following hypothesis:

*H1. Co-worker relationship in resorts has a significant impact on job satisfaction.*

### **Workload and pay system**

Numerous studies (Salleh et al., 2012; Kamarulzaman et al., 2015; Abdou et al., 2022)) have been done on the association between workload, pay, and job satisfaction. In the hotel sector, where sales of upscale services may be involved, salaries are sometimes supplemented by a range of incentive payment plans in addition to base pay. Hotel staff performance and job happiness are significantly influenced by compensation, which also has an impact on guests' satisfaction and the profitability of the establishment (Pan, 2015). Organizational commitment is also affected by fringe benefits for hotel managers, like birthday and social celebrations

(Ahmad and Scott, 2015). Salary, however, can have a greater impact on turnover intention than on job satisfaction in the hotel industry, with co-worker relationships and the atmosphere having a far stronger effect (Wu, 2012; Salleh et al., 2012; Kamarulzaman et al., 2015; Abdou et al., 2022). According to Chan et al., (2015), workload contributed to employee attrition as a result of burnout among casino dealers. They suggested remedies include better workload scheduling and open management communication. Therefore, the study sets the relationship between workload and pay system in resorts and job satisfaction in the next hypothesis as follows:

*H2. The workload and pay system in resorts has a significant impact on job satisfaction.*

### **Company Support**

Job uncertainty and psychological stress are common among hospitality workers. It seemed logical to assume that company support (CS) and reassurance would be more significant at times of job stress. There is some evidence to support the idea that management's abilities to provide employees with clear direction, especially while they are at work, and to take measures to preserve their health and well-being are essential elements in keeping people (Bajrami et al., 2021). Moreover, previous research indicates that an organizational culture that recognizes and provides opportunities for employees to grow professionally is important to retaining talent in the hotel industry (Marinakou and Giousmpasoglou, 2019). Costen and Salazar (2011) realized that support from the hotel chain in the form of instruction and a chance to pick up new skills enhanced job satisfaction. Riggle et al., (2009) hypothesized that the programs increased job satisfaction. In addition to confirming a considerable beneficial impact on employee satisfaction, a study of 20 years' worth of studies on perceived organizational support and job satisfaction also found that this impact was stronger for frontline workers (Riggle et al., 2009). The following hypothesis was developed Based on the previous literature review:

*H3. Company support has a significant impact on job satisfaction in resorts.*

### **Job satisfaction**

Employee satisfaction has been demonstrated to have a negative impact on turnover intentions in the hotel and restaurant industries (Koo et al., 2020). Employee satisfaction and turnover intentions are the subjects of a few resort research (Booth and Hamer, 2007; Salleh et al., 2012); it was found that there is a bad correlation between employee turnover intentions and employee satisfaction (Wu, 2012). The inability of an employee to transition between jobs and how these tasks best suit the employee may be the basis for this bad relationship (Arndt et al., 2006).

### **Employees' Turnover Intentions (ETI)**

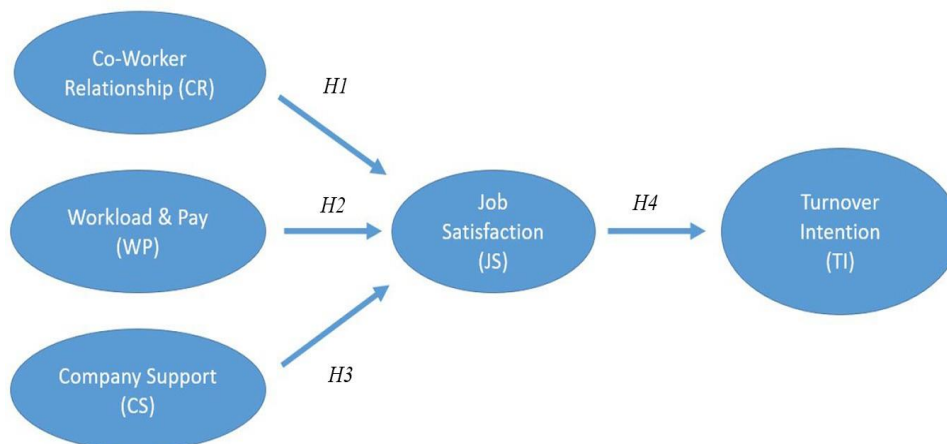
Turnover intention refers to an employee's intent to quit their work if they do not receive what they anticipate from their position (Saridakis and Cooper, 2016). Employees' intent to leave a company is the next natural step in the process after being stressed out and unsatisfied at work (Goldstein, 2017). Employees' actual conduct in leaving the company is thought to reflect their intention to depart, and turnover intentions are regarded as a predictor of turnover rates (Fazio et al., 2017). Turnover intention can be triggered by several factors, such as employees who face

work-family conflicts which could lead to job stress. Employees who experienced job stress and dissatisfaction will have the desire to leave the organization to get a job that is more in line with their conditions (Medina-Garrido et al., 2021). Employee satisfaction, work conditions and employee's treatment, organizational commitment, supervisory interactions with employees, career-growth prospects, support, teamwork, and employee trust, have all been found to play a significant role in hospitality employee turnover (Wu, 2012; Arokiasamy, 2013).

Chen and Weng (2019) discovered that rudeness at work had a poor effect on job satisfaction, which in turn had a crucial role in affecting turnover intentions. Rather than the direct relationship between job happiness and turnover intention, the indirect relationship between work environment and intention to leave is more obvious (Singh and Nayak, 2015). Workplace conditions and intention to leave the company are mediated by a different study on job satisfaction. Recent research findings revealed that job satisfaction acted as a mediator in the association between work environment and intention to leave (Nurmayanti et al., 2018). In contrast to furloughed workers, more recent research indicates that working employees experience higher psychological stress, which increases turnover intentions (Bufquin et al., 2021). A stable work environment reduces turnover intentions, decreases employee perceptions of insecurity, and increases employee engagement (Jung et al., 2021). According to the above, hypothesis four was developed:

*H4. Job satisfaction has a significant impact on resort employees' turnover intentions.*

The main aim of the study is to determine whether workload, pay co-worker relationships, and company support may affect job satisfaction and turnover intention among employees in Egyptian resorts. Figure 1 shows the theoretical framework and clarifies the relation between variables. Based on the literature review, three hypotheses have been set in the proposed theoretical framework suggesting that workload and pay co-worker relationship, and company support have a significant and positive relationship with job satisfaction. Furthermore, H4 proposes that job satisfaction positively influences turnover intention (Figure 1).



**Figure 1: Theoretical Framework and Research Hypotheses**

## Methodology

### Data collection and Sample size

Data were collected online from employees in three and for star resorts in Sharm el sheik between November 2021 and March 2022. A questionnaire was collected electronically via a Google form, like the recent research during the COVID-19 pandemic (Bajrami et al., 2021; Bufquin et al., 2021; Jung et al., 2021). Snowball sampling online is utilized in the study to look into the employees' resorts to reduce the risk of COVID-19 infection (Kang et al., 2021). The employees received a request message to fill out the questionnaire via social media platforms. The questionnaire has a question that assures that the respondents work in three or four-star resort in Sharm Elsheikh. A total of 450 questionnaires were distributed with 401 (89.11%) questionnaires being valid to analyze.

### Research tool

The questionnaire includes 19 questions distributed on five dimensions (CR = three items, CS= five items, WP= three items, JS= three items, and TI= five items) derived from the literature review (Arndt et al., 2006; Booth and Hamer, 2007; Sang et al., 2009; Tian-Foreman, 2009; Malik et al., 2010; Lee et al., 2012; Lee et al., 2015; Mathieu et al., 2016; Li et al., 2017; Xu et al., 2018; Yao et al., 2019). Statistical Package for Social Science (SPSS) version 26 was used for data analysis and Analysis of Moment Structures (AMOS) V. 26 was used for confirmatory factor analysis (CFA) to guarantee validity. The degree of agreement with the question was measured using a five-point Likert scale (1= strongly disagree, 5= strongly agree). Structure Equation Modeling (SEM) was used to evaluate the conceptual framework.

## Results and Discussion

### Descriptive and Reliability Analysis

**Table 1: Descriptive analysis and Internal Consistency Estimates**

Variables	Statements	Cronbach's Alpha	Mean	SD
Co-worker relationships	3	0.911	3.38	1.116
Workload and pay	5	0.908	2.83	0.889
Company Support	5	0.913	2.75	1.047
Job satisfaction	3	0.859	2.33	0.629
Turnover intention	3	0.911	4.03	0.958

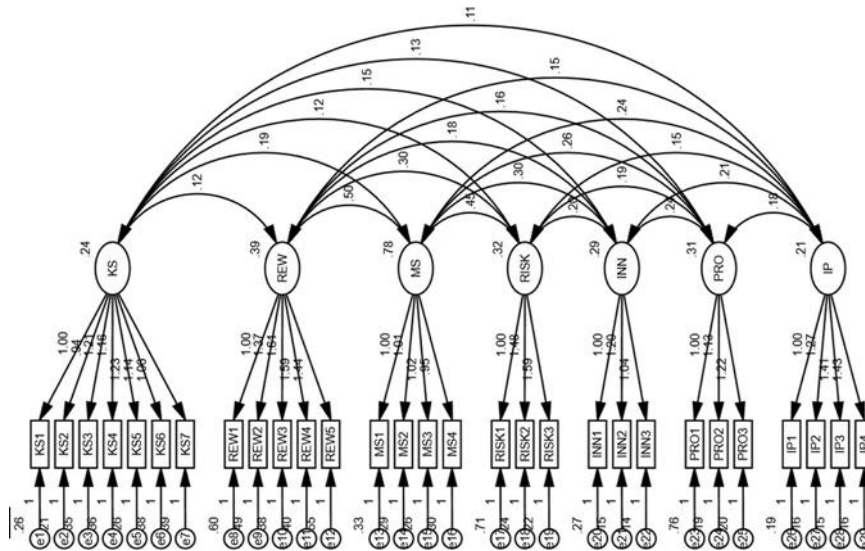
According to Kilic (2019), the minimum acceptable alpha result is 0.70. Table 1 shows that alpha coefficient is high, between 0.859 and 0.911. This result clarifies that the research tool is reliable to analyze. In addition to that, table 1 shows that the resorts' employees were intent to leave their jobs (Mean=4.03, SD= 0.958), as a result of their dissatisfaction with the working environment at the resorts (Mean=2.33, SD= 0.629). The respondents do have not enough good working environments to make them satisfied about their jobs (CS Mean= 2.75; WP Mean= 2.83; CR Mean= 3.38).

**Table 2: Assessing Divergent Validity**

	<b>CR</b>	<b>AVE</b>	<b>CRs</b>	<b>WP</b>	<b>CS</b>	<b>JS</b>	<b>TIs</b>
<b>CRs</b>	0.915	0.782	<b>0.883</b>	—	—	—	—
<b>WP</b>	0.865	0.641	0.334***	<b>0.757</b>	—	—	—
<b>CS</b>	0.914	0.680	0.627***	0.634***	<b>0.825</b>	—	—
<b>JS</b>	0.915	0.784	0.415***	0.804***	0.754***	<b>0.885</b>	—
<b>TIs</b>	0.926	0.808	0.190***	0.465***	0.387***	0.591***	<b>0.899</b>

Note: Bold values indicate the square roots of AVE.

The study used the average variance extracted (AVE) to test the construct's validity, which should be at least 0.60 (Kline, 2016). The AVE result in Table 2 was between 0.68 and 81, this result means that the study is valid to analyze. In this vein, Table 2 illustrates that the AVE's square roots for all latent variables are larger than the highest correlations with any other variables. Analysis of moment structures (AMOS) V. 26 was used for confirmatory factor analysis (CFA) to guarantee validity. Figure (2) shows that the study measurement model fit the data well as follows.



**Figure 2: Measurement model: CFA**

**Table 3: Model (Goodness of Fit Indices)**

<b>Fit Index</b>	<b>Ranges</b>	<b>Model</b>
Chi <sup>2</sup>	1-3	2.745
Goodness-of-fit index (GFI)	More than 0.90	0.943
Comparative fit index (CFI)	More than 0.95	0.956
Normed Fit Index (NFI)	More than 0.90	0.973
SRMR	< 0.08	0.079
RMSEA	0.05-0.08	0.076

Note: RMSEA stands for Root Mean Square Error of Approximation

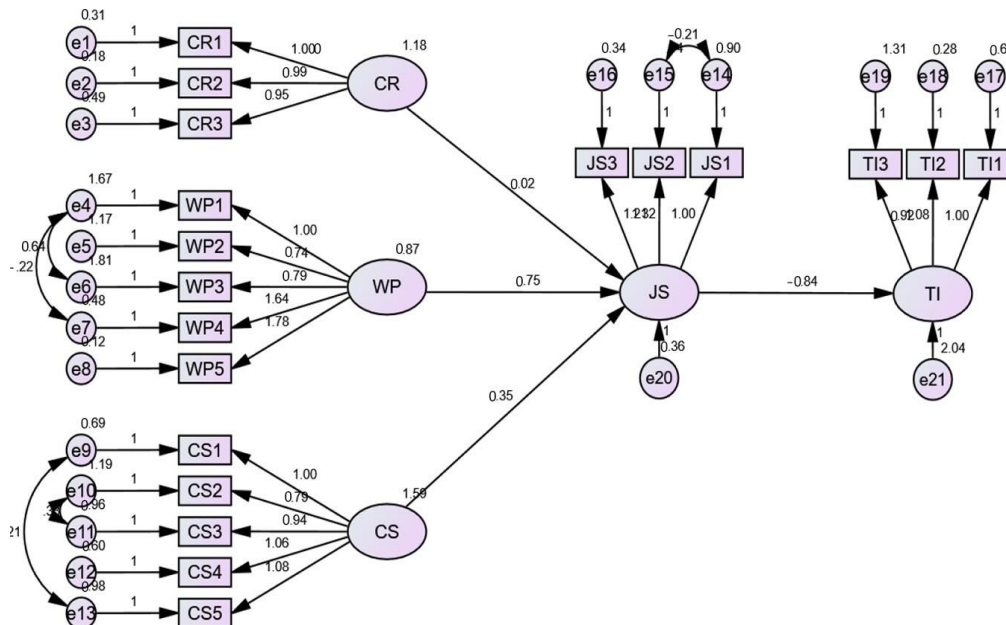
Table 3 showed that  $\chi^2/df = 2.75$ , CFI = 0.96, SRMR = 0.08 and RMSEA = 0.08. All these values fell within the recommended ranges (Beaujean 2014; Muthén and Muthén (2017). These results indicate that the sample data fit the proposed model.

**Relationship Path Analysis and Structure Model**

**Table (4): Path analysis for the research variables**

Path	Path Coefficient (B)	C.R.	Sig.	Result
CRs → JS	0.021	0.547	0.584	Not Supported
WP → JS	0.681	9.397	0.000**	Supported
CS → JS	0.434	9.029	0.000**	Supported
WE × JS → TIs	-0.515	-8.312	0.000**	Supported

C.R. Critical Ratio, \*\* p < 0.01



**Figure 3: Model Generating with Path Analysis**

Table 4 and Figure (3) present corresponding path coefficients, the result shows that co-worker relationships do not have a significant impact on job satisfaction, and the p-value was more than 0.05 ( $b = 0.021$ ;  $p \geq 0.05$ ). Therefore H1 was not accepted. The results in Table 4 reveal that both workload/pay and company support had a significant and positive impact on job satisfaction ( $b = 0.681$ ;  $p < 0.01$  and  $b = 0.434$ ;  $p < 0.01$ ) respectively. Therefore H2 & H3 were accepted. Concerning the effect of job satisfaction on turnover intention, the finding showed a significant negative relationship ( $b = 0.515$ ;  $p < 0.01$ ) which ensures that the decrease in job satisfaction would help in increasing turnover intention.

**Conclusion**

Results clarify that workload/pay and company support in resorts have a significant positive relationship with job satisfaction, similar to studies conducted on job satisfaction in the service industry (Mohsin et al., 2013; Kamarulzaman et al., 2015; Pan, 2015; Ahmad and Scott, 2015; Bajrami et al., 2021). In this study workload/pay



had the greatest effect on job satisfaction. The study also demonstrates that co-worker relationships did not contribute to job satisfaction and that a rise in job satisfaction will result in a reduction in turnover intention. Finally, a comfortable working environment in resorts with adequate manpower and fair shift allocation will reduce turnover intentions.

### **Recommendations**

1. HRM should give priority to programs that attempt to re-engage interactions among coworkers and develop trust and respect.
2. The management recognizes the need of fostering a healthy work environment, particularly in a resort setting, for maintaining work-family balance and to retain staff. To reduce employee turnover, workplace flexibility, including a set timetable, should be taken into account.
3. Taking care of an employee's requirements and being aware of their financial and social issues can help them feel satisfied, enhance their mental health, and reduce their intention of leaving their job.
4. Hospitality employers must provide a welcoming work environment for their staff. Creating a family-friendly work environment that might include on-site or sponsored childcare, maternity and paternity leaves, sporadic family-friendly trips, and, if practical, permitting remote work, could lessen turnover intentions.
5. Employee perceptions of behavioral control and intents can be positively predicted by timely and efficient communications alerting staff to upcoming changes. To match its communications strategy with retention initiatives, HRM should consider this.
6. Both a sign of and a cure for worker retention in the hotel industry, flourishing at work suggests a variety of support systems, training, and strong social networks. The staff needs to be informed about and understand incentives.
7. Finally, future HRM retention analyses in hotels should gather evidence from the hotel industry since resort establishments are a crucial component of employment for hotel resorts and an integral feature of hospitality services.

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## أثر بيئة العمل على الرضا الوظيفي ونية دوران العاملين بالمنتجعات المصرية

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### الملخص العربي

تهدف الدراسة إلى معرفة أثر بيئة العمل على كل من الرضا الوظيفي للموظفين في المنتجعات المصرية ونية تركهم للعمل. لتحقيق هذا الهدف، تم توزيع استمارات استقصاء على عينة عشوائية من العاملين في منتجعات من فئة ثلاث وأربع نجوم (110 منتج) بشرم الشيخ. تم توزيع 450 استمارة منها 401 استمارة 89.11% صالحة للتحليل الإحصائي. أظهرت النتائج وجود علاقة إيجابية ذات دلالة إحصائية بين الرضا الوظيفي (JS) ومتغيري عبء العمل والأجر (WP) ودعم الشركة (CS). على الجانب الآخر، لم تؤثر علاقات زملاء العمل على الرضا الوظيفي. أيضا كان للرضا الوظيفي أثر عكسي على نية ترك موظفي المنتجعات للعمل. علاوة على ذلك، كان لعبء العمل التأثير الأكبر على نية ترك موظفي المنتجعات للعمل. بناءً على نتائج الدراسة، تم وضع مجموعة من التوصيات أبرزها، توفير بيئة عمل ملائمة للعاملين من خلال خفض عبء العمل والسماح باستقطاب الاسرة في سكن الموظفين، وتوفير رحلات ترفيهية للموظفين.

**الكلمات الدالة:** بيئة العمل، الرضا الوظيفي، نية الدوران، المنتجعات المصرية.