

Part-time Job? Case Study Five-Star Resorts in Sharm El-Sheikh

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Abstract

Human resource has a vital role in recruiting, screening and training, rewarding and appraising (Dessler, 2006). “In today’s world, managers and employers of labour all over the world are continually being faced with an important and crucial managerial problem which is employee motivation and job satisfaction among their employees” (Ogbonnikan, 2012:10). This study aims to solve problems of part-time employees in resorts. In the same vein, this study enables to highlight difficult circumstances of part-time job in resort. It was adopted quantitative research through questionnaire with part-time employees in five-star hotels in Sharm El-Sheikh.

Keywords: Human resource, part time jobs, temporary employees.

Introduction

Hospitality industry is a large part of travel and tourism industry, in addition to hospitality consist of transportation services organization (Hays and Ninemeir, 2009). Resorts provide a comprehensive array of recreational amenities, depending on the geographic location. A variety of food and beverage outlets is available, ranging from informal to fine-dining restaurants (Powers and Barrows, 2006: Walker, 2006). Resort is a full-service lodging facility that provides access to a range of amenities and recreation facilities to emphasize a leisure experience. Resorts work for as a primary provider of the guests’ experience, often provide services for business or meetings, and are characteristically located in vacation-oriented settings (Brey, 2011). “*The function of the human resources department was to “choose the right people in their deserving places”. He added “good staff make a good business, but a business does not make good staff”* (Abdelgawwad, 2012, 6).

“Official statistics put Egypt’s labor force at nearly 32 million, with an official 2016 unemployment rate between 12 and 13 percent (depending on sources). More realistic estimates are that unemployment is most likely higher, but this is difficult to determine given the Egypt’s large informal economy. The unemployment rate is significantly higher for women (at least double) (Labor Policies and Practices, 2017: online).

The success of an organization is dependent on its ability to attract, retain, and engage high-value employees having skills, performance, and motivation that will help in achieving the organization’s objectives (Rehman, 2012). Retention is a complex concept keeping employees with hotel. Retention has been viewed as a process in which the employees are encouraged to remain with organization for the maximum period of time. The top organization are on the top because they care for their employees as they know how to keep them (Sandhya and Pradeep, 2011).

There is no doubt that the hotel sector relies mainly on the human section, while it suffers from a shortage of skilled and qualified labor in this vital sector in five-star resorts. This sector also is known for its high turnover of staff, persistent lack of qualified personnel and rapidly changing skill needs (Jonckers, 2005). Resorts are focusing on the importance of having valuable employees in its organization which is a big challenge and a problem in turnover (Lockyer, 2007).

“Successful management should therefore ensure that there is good communication between management and staff so that they operate as a team” (Abdelgawwad, 2012, 23). The first concern in resorts is to the competence in enhancing employees’ skills. Furthermore, level of service quality depends on the abilities of employees. In the same vein, qualities depended on knowledge, skills and thoughts which lead to resorts’ success and progress (Yang, 2010). People are different from each other in many ways, they offer different skills, abilities and acquaintance which will or will not fit the needs of the organization. The main aim of Human Resource Management is to close the gap between actual performance and the ideal requirements of a business to achieve greater organizational effectiveness and success (Price 2007). A part-time employee is an employee who works less than full time (Murray, 2017). Temporary employees is a worker who is not permanently hired but hired just for limited periods of time as defined by (Coates, 1997, Forde; 2001).

Part-time employees’ problems

Although these advantages temporary employment facing a lot of problems as followed: Absence job security component: Hotel management may be dispensing temporary employment at any time without provide any real reason; low wages for temporary employment; High employee turnover; working long time without getting rest. On the opposite side, hotel management facing a lot of problems caused of temporary employment as followed: Lack of temporary employment knowledge and skills; Lack of temporary employment loyalty.

According to Gallie *et al.*, (1998) using part-time jobs in resorts give a lot of benefits and advantages as followed: temporary employees reduce benefits cost; provide for greater operational flexibility; reduce employment cost; increase productive; improve the utilization of employee’s skills .

Temporary employees

Wooden and Warren (2004) as well as Watson (2005) stated that the causal workers are on a temporary employment contract with generally limited entitlements to benefits and little or no security of employment. Temporary employees are one who performs work under the control and direction of an employer for a short, fixed term, week to week or month to month (Rogers, 1992). Temporary employees as defined by Forde (2001) as a worker who is not permanently hired but hired just for limited periods of time. Benefits of temporary employment: Temporary employees reduce wages and benefits cost. Typically, part-time employees do not receive the same wages as permanent employees doing the same work (Coates, 1997).

Gall *et al.* (1998) indicated that aims of the flexibility plans in organizations should to be: Provide for greater operational flexibility; Reduce employment cost; Increase productive; improve the utilization of employee's skills. Having an efficient performance management process and tools are essential for employees' motivation for high performance. Yet this is not an adequate condition for effective performance management, one of the most vital issue with any performance management system (Pulakos, 2009). Performance management is all about perfection, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The extent of performance management is apparently very broad, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance (Cokins, 2009). Robbins and Jude (2007) defined Job satisfaction as a positive feeling about one's job resulting from an evaluation of his/her characteristics. A person with a high level of satisfaction can hold positive feeling about one's job, while a person who is dissatisfied holds a negative feeling about the job. Reward is a broad construct that has been said to represent anything that an employee may value that an employer is willing to offer in exchange for his or her contributions (Chiang and Birtch, 2008).

Turnover

Turnover is defined as the total number of leavers expressed as a percentage of the total number of employees in the organization or department (Boella and Turner, 2005). Turnover is a measure of the proportion of a work force that replaced during a designated time period (month, quarter, year) it can be calculated as reported by Gomez-Mejia *et al.* (2007). Medlik (1996) defined part-time employees as someone working less than a specified number of hours in a working week. Otherwise, the term now specified an individual who works anything less than the full-time contract hours for the organization. The use of part-time employees has increased particularly as employment right for this category of employee have grown. The following figure illustrate that:

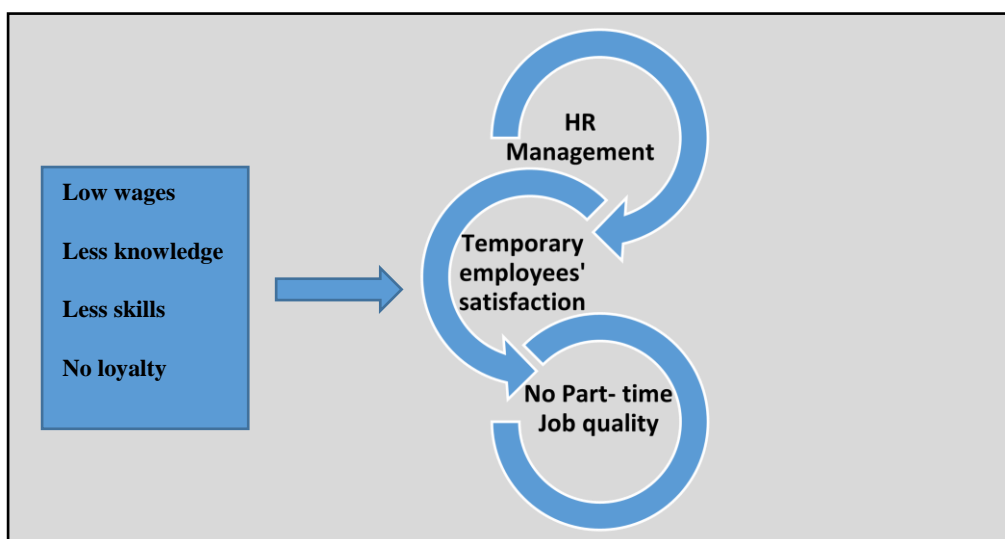


Figure no.1: Challenges face the part-time jobs in five stars resorts.

Research Methodology

This study is a quantitative in nature, based on a survey strategy. Conducting a quantitative research helps know the degree to which something (a phenomenon, a specific kind of behavior, etc.) occurs or not and if it does, to what degree (Jonker and Pennink, 2010). Furthermore, it aids in testing a theory or theoretical in sights in a predetermined reality. This chapter presents the study design that is a strategy for gathering evidence about the knowledge desired for answering research questions (De Vos *et al.*, 2005). This survey study was designed to assess the reality of temporary employment in resort hotels. Study population includes five-star resorts in Sharm Sheikh and their number are 5 hotels According to (the Egyptian Hotel Association Guide, 2015-2016). A list of these resorts: Sonesta Beach Resor: Tropitel Naama Bay; Royal Grand Sharm Resort; Radisson Blue Hotel Sharm El-Sheikh; Reef Oasis Resort; Regency Plaza Aqua Park.

Data sources

The most common forms of secondary data sources are books, academic journal articles, and other publications. All secondary data sources are illustrated in the previous chapter "Review of literature". Employees' questionnaire forms were distributed to 400 employees who worked in Sharm El-Sheikh five-star resorts. A total 310 forms were received representing a response rate of 77.5%. **Out of these forms, 90 were deemed useable.**

Data Collection

All the questionnaire forms were distributed and received after human resource mangers' permission.

Research Instruments

The study employed a questionnaire as an instrument for data collection. Since the research aimed to discover deeply held personal attitudes and beliefs, some of which may be sensitive in nature, the anonymous nature of the questionnaire allows respondents to freely express their inner beliefs, attitudes, and perceptions (Zikmund, 2003). Employees' questionnaire form being used in the study composed of four sections to facilitate the data analysis process. A copy of the questionnaire can be found in appendix. These four sections are as follows:

The first section: The respondents' demographic characteristics and other relevant information. This information was useful in understanding the background of the respondents. A group of questions was designed to mainly identify the demographic aspects of respondents. The demographic data was collected mainly to classify the respondents and give a clear picture of the nature of the sample. Thus, identifying such demographic aspects can be considered as a valuable tool to explain and justify results.

The second section: The respondents' attitude towards the reality of temporary employment and its characteristics in resort hotels.

The third section: Respondents' attitude towards problems of temporary employment in resort hotels. The fourth section includes; Respondents' attitude towards satisfaction of temporary workers for work in resort hotels.

Data Analysis

The Statistical Package for Social Sciences (SPSS) for Windows v.16.0 was used to analyze the data collected. Cronbach alpha correlation coefficient analysis was used to identify the degree of reliability in multi-scales items employed in the present study. The analysis focused on the degree of internal consistency among items that formed the scale. Mann-Whitney test and Kruskal-Wallis test were used to test the differences among respondents. The two tests were used at a sig. level of 5%. A 5 - levels - Likert scale was used to measure the respondents' answers in part four as shown in table 1.

Table 1: The mean values of 5 Likert scale

1	Strongly Disagree	From 1.00 to 1.79
2	Disagree	From 1.80 to 2.59
3	Neutral	From 2.60 to 3.39
4	Agree	From 3.40 to 4.19
5	Strongly Agree	From 4.20 to 5.00

Results and Discussion

According to the results shown in table 2 below concerning the statement: **“Part-time employee’s salary is not fit with the amount of work done”**, the percentage of acceptance was 48.4% as 14.5% of the respondents strongly agreed and 33.9% reported agree. While 20% of the sample marked neutral. The percentage of disagreement was 31.7% as 12.3% of the respondents strongly disagreed and 19.4% disagreed. The mean value was 3.19 and the standard deviation was 1.254.

Concerning the statement **“Part-time employees are working longer hours than full-time employees”** the percentage of acceptance was 38.1% as 12.6% of the respondents strongly agreed and 25.5% reported agree. While 22.6% of the sample marked neutral. The percentage of disagreement was 39.4% as 28.4% disagree and 11.0 % strongly disagree. The mean value was 3.00 and the standard deviation was 1.219.

Relating the statement **“No overtime payment for Part-time employees”**, the percentage of acceptance was 51.6% as 11.9% of the respondents strongly agreed and 39.7% reported agree. While 19.4% of the sample marked neutral. The percentage of disagreement was 29% as 6.1% of the respondents strongly disagreed and 22.9% disagreed. The mean value was 3.28 and the standard deviation was 1.128.

Regarding the statement “**Eliminate part-time employees during recession periods**”, the percentage of acceptance was 43.2% as 12.6% of the respondents strongly agreed and 30.6% reported agree. While 22.3% of the sample marked neutral. The percentage of disagreement was 34.5% as 12.9% of the respondents strongly disagreed and 21.6% disagreed. The mean value was 3.08 and the standard deviation was 1.241.

Relating to the statement “**Lack of job security feeling**”. The percentage of acceptance was 51.3% as 15.2% of the respondents strongly agreed and 36.1% reported agree. While 22.3% of the sample marked neutral. The percentage of disagreement was 26.5% as 5.5% of the respondents strongly disagreed and 21% disagreed. The mean value was 3.35 and the standard deviation was 1.132.

Concerning the statement “**No long-term benefits**”, the percentage of acceptance was 45.1% as 9% of the respondents strongly agreed and 36.1% reported agree. While 22.6% of the sample marked neutral. The percentage of disagreement was 27.8% as 5.2% of the respondents strongly disagreed and 22.6% disagreed. The mean value was 3.21 and the standard deviation was 1.090.

Regarding the statement “**Lack of equitable distribution of gratuities or tipping between part-time and full time jobs**”, the percentage of acceptance was 47.1% as 11% of the respondents strongly agreed and 36.1% reported agree. While 22.6% of the sample marked neutral. The percentage of disagreement was 28.1% as 5.5% of the respondents strongly disagreed and 22.6% disagreed. The mean value was 3.25 and the standard deviation was 1.090.

As for the statement “**Time break of part-time jobs is not enough**”, the percentage of acceptance was 52.6% as 13.9% of the respondents strongly agreed and 38.7% reported agree. While 22.9% of the sample marked neutral. The percentage of disagreement was 24.7% as 5.2% of the respondents strongly disagreed and 19.4% disagreed. The mean value was 3.37 and the standard deviation was 1.100.

Regarding the statement “**part-time jobs' allowances is weak**”, the percentage of acceptance was 50% as 15.8% of the respondents strongly agreed and 34.2% reported agree. While 24.5% of the sample marked neutral. The percentage of disagreement was 25.5% as 2.6% of the respondents strongly disagreed and 22.9% disagreed. The mean value was 3.38 and the standard deviation was 1.081.

Concerning the statement “**There is no training and development programs to enhance part-time jobs**”, the percentage of acceptance was 40.7% as 6.5% of the respondents strongly agreed and 34.2% reported agree. While 29.7% of the sample marked neutral. The percentage of disagreement was 29.6% as 7.7% of the respondents strongly disagreed and 21.9% disagreed. The mean value was 3.10 and the standard deviation was 1.060.

Table 2: Respondents' attitude towards problems of temporary employment in resorts.

No.	Items	Mean	SD	Frequencies %				
				1	2	3	4	5
1	Part-time employee's salary is not fit with the amount of work done	3.19	1.254	12.3	19.4	20.0	33.9	14.5
2	Part-time employees are working longer hours than full-time employees	3.00	1.219	11.0	28.4	22.6	25.5	12.6
3	No overtime payment for Part-time employees	3.28	1.128	6.1	22.9	19.4	39.7	11.9
4	Eliminate part-time employees during recession periods	3.08	1.241	12.9	21.6	22.3	30.6	12.6
5	Lack of job security feeling	3.35	1.132	5.5	21.0	22.3	36.1	15.2
6	No long-term benefits	3.21	1.055	5.2	22.6	27.1	36.1	9.0
7	Lack of equitable distribution of gratuities or tipping between part-time and full time jobs	3.25	1.090	5.5	22.6	24.8	36.1	11.0
8	Time break of part-time jobs is not enough	3.37	1.100	5.2	19.4	22.9	38.7	13.9
9	Part-time jobs' allowances is weak	3.38	1.081	2.6	22.9	24.5	34.2	15.8
10	There is no training and development programs to enhance part-time jobs	3.10	1.060	7.7	21.9	29.7	34.2	6.5
Problems of Temporary Employment		3.22	0.80					

*1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

According to the results shown in table 3 concerning the statement “**I get a salary fit with the work I do**”, the percentage of acceptance was 20.7% as 14.2% of the respondents strongly agreed and 16.5% reported agree, While 18.7% of the sample marked Neutral, The percentage of disagreement was 50.6% as 20% of the respondents strongly disagreed and 30.6 % disagreed. The mean value was 2.74 and the standard deviation was 1.333. This means that the respondents disagreed the statement.

According to the results shown in table 3 concerning the statement “**I have got salary better than in similar jobs**”, the percentage of acceptance was 30.4% as 12.3% of the respondents strongly agreed and 18.1% reported agree, while 15.8% of the sample marked Neutral, The percentage of disagreement was 53.9% as 17.4% of the respondents strongly disagreed and 36.5% disagreed. The mean value was 2.71 and the standard deviation was 1.287. This means that the respondents disagreed the statement.

Concerning the statement “**Human resource Management reward me when my work is done well**”, the percentage of acceptance was 24.2% as 11.9% of the respondents strongly agreed and 12.3% reported agree. While 20.3% of the sample marked neutral. The percentage of disagreement was 53.5% as 19.4% of the respondents strongly disagreed and 36.1% disagreed. The mean value was 2.61 and the standard deviation was 1.261. This means that the respondents disagreed the statement.

Relating the statement “**Satisfaction of rewards and allowances system**”, the percentage of acceptance was 18.4% as 9.7% of the respondents strongly agreed and 8.7% reported agree. While 22.3% of the sample marked neutral. The percentage of disagreement was 59.4% as 15.5% of the respondents strongly disagreed and 43.9% disagreed. The mean value was 3.53 and the standard deviation was 1.148. This means that the respondents disagreed the statement.

Regarding the statement “**Rewards increase annually**”, the percentage of acceptance was 18.4% as 10.3% of the respondents strongly agreed and 8.1% reported agree. While 17.1% of the sample marked neutral. The percentage of disagreement was 64.5% as 17.4% of the respondents strongly disagreed and 47.1% disagreed. The mean value was 2.47 and the standard deviation was 1.176. This means that the respondents disagreed the statement.

Concerning the statement “**My job fit with my qualifications**”, the percentage of acceptance was 25.9% as 9.4% of the respondents strongly agreed and 16.5% reported agree. While 23.2% of the sample marked neutral. The percentage of disagreement was 50.9% as 20.6% of the respondents strongly disagreed and 30.3% disagreed. The mean value was 2.64 and the standard deviation was 1.241. This means that the respondents disagreed the statement.

Relating the statement “**Main direct estimators are effortless to work**”, the percentage of acceptance was 37.4% as 11.9% of the respondents strongly agreed and 25.4% reported agree. While 21.9% of the sample marked neutral. The percentage of disagreement was 40.7% as 15.2% of the respondents strongly disagreed and 25.5% disagreed. The mean value was 2.94 and the standard deviation was 1.263. This means that the respondents disagreed the statement.

According to the results shown in table 3 concerning the statement “**I am treated with appreciation and respect in my workplace**”, the percentage of acceptance was 38.4% as 11.3% of the respondents strongly agreed and 27.1% reported agree, While 16.8% of the sample marked Neutral, The percentage of disagreement was 44.8% as 12.9% of the respondents strongly disagreed and 31.9 % disagreed.

The mean value was 2.92 and the standard deviation was 1.248. This means that the respondents disagreed the statement.

Concerning the statement “**Training is to develop my skills**”, the percentage of acceptance was 29.4% as 9.7% of the respondents strongly agreed and 19.7% reported agree. While 25.5% of the sample marked neutral. The percentage of disagreement was 45.2% as 16.5% of the respondents strongly disagreed and 28.7% disagreed. The mean value was 2.77 and the standard deviation was 1.218. This means that the respondents disagreed the statement.

Relating the statement “**The workload meets work shift**”, the percentage of acceptance was 27.8% as 11.0% of the respondents strongly agreed and 16.8% reported agree. While 20.6% of the sample marked neutral. The percentage of disagreement was 51.6% as 18.1% of the respondents strongly disagreed and 33.5% disagreed. The mean value was 2.69 and the standard deviation was 1.254. This means that the respondents disagreed the statement.

According to the results shown in table 3 concerning the statement “**I think to leave work to another job.**”, the percentage of acceptance was 23.8% as 6.1% of the respondents strongly agreed and 17.7% reported agree, while 21.3% of the sample marked Neutral, The percentage of disagreement was 54.8% as 19% of the respondents strongly disagreed and 35.8 % disagreed. The mean value was 2.56 and the standard deviation was 1.164. This means that the respondents disagreed the statement.

Concerning the statement “**Hotel assist me in the event of personal circumstances**”, the percentage of acceptance was 21.9% as 11.9% of the respondents strongly agreed and 20% reported agree. While 19.4% of the sample marked neutral. The percentage of disagreement was 48.7% as 14.8% of the respondents strongly disagreed and 33.9% disagreed. The mean value was 2.80 and the standard deviation was 1.255. This means that the respondents disagreed the statement.

Concerning the statement “**Satisfied with the non-physical benefits**”, the percentage of acceptance was 27.8% as 11.3% of the respondents strongly agreed and 16.5% reported agree. While 24.8% of the sample marked neutral. The percentage of disagreement was 48.747.4% as 13.9% of the respondents strongly disagreed and 33.5% disagreed. The mean value was 2.78 and the standard deviation was 1.209. This means that the respondents disagreed the statement.

Relating the statement “**Granted holidays satisfy me.**”, the percentage of acceptance was 30% as 11.3% of the respondents strongly agreed and 18.7% reported agree. While 19.7% of the sample marked neutral. The percentage of disagreement was 50.3% as 15.5% of the respondents strongly disagreed and 34.8% disagreed. The mean value was 2.75 and the standard deviation was 1.246. This means that the respondents disagreed the statement.

Table 3: Respondents' attitude towards satisfaction of temporary workers for work in resorts

No.	Items	Mean	SD	Frequencies %				
				1	2	3	4	5
	Satisfaction of temporary workers	2.71	0.91	1	2	3	4	5
1	I get a salary fit with the work I do.	2.74	1.333	20.0	30.6	18.7	16.5	14.2
2	I have got salary better than in similar jobs	2.71	1.287	17.4	36.5	15.8	18.1	12.3
3	My salary fit my work	2.61	1.261	19.4	36.1	20.3	12.3	11.9
4	Satisfaction of rewards and allowances system	2.53	1.148	15.5	43.9	22.3	8.7	9.7
5	Rewards increase annually	2.47	1.176	17.4	47.1	17.1	8.1	10.3
6	My job fit with my qualifications	2.64	1.241	20.6	30.3	23.2	16.5	9.4
7	I have the powers to take responsibility effectively.	2.78	1.299	16.5	34.8	16.8	18.4	13.5
8	Main direct estimators are effortless to work.	2.94	1.263	15.2	25.5	21.9	25.5	11.9
9	I am treated with appreciation and respect in my workplace	2.92	1.248	12.9	31.9	16.8	27.1	11.3
10	Training is to develop my skills	2.77	1.218	16.5	28.7	25.5	19.7	9.7
11	The workload meets work shift	2.69	1.254	18.1	33.5	20.6	16.8	11.0
12	I think to leave work to another job	2.56	1.164	19.0	35.8	21.3	17.7	6.1
13	Hotel assist me in the event of personal circumstances	2.80	1.255	14.8	33.9	19.4	20.0	11.9
14	Satisfied with the non-physical benefits	2.78	1.209	13.9	33.5	24.8	16.5	11.3
15	Granted holidays satisfy me	2.75	1.246	15.5	34.8	19.7	18.7	11.3

*1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Conclusion

There is a lack of training programs for temporary employment which suffer from the absence of a functional security component; low wages; working long hours without getting rest and temporary. Correspondingly, it helps part-time employees to get their full rights in five-star resorts through new hiring contracts. Furthermore, resorts should provide training programs to enhance the part-time employees' performance.

Findings

This research illustrated that:

- There is a lack of training programs for temporary employees.
- Part-time jobs suffer from the absence of a functional security component.
- Temporary employees suffer from low wages.
- Temporary employees suffer from long hours working without getting rest time.
- Short duration of part-time contracts.
- Poor social participation between the management and the temporary employees.
- The study confirmed the lack of application of the labor law.
- Temporary employees suffer from inequality in comparison with permanent employment.
- Poor performance and loyalty of temporary employment.
- Hotel management from lack of knowledge, experience and lack of potential.
- The study showed the suffering of hotel management from increasing the costs of training temporary employment to compensate for the lack of knowledge and experience.

Recommendations

Based on findings in this research the following recommendations will be suggested:

- Pay attention to training programs to develop temporary employees' performance.
- Human resources management should take care of different hotels to solve the problems facing temporary employment.
- Develop incentives systems for temporary employees.
- Achieving the spirit of participation and mutual cooperation between temporary and permanent employees to achieve the work in an ideal manner.
- Reconsidering the labor law to face the Egyptian hotels.

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العمل بدوام جزائي؟ دراسة حالة فنادق الخمس نجوم بشرم الشيخ

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الملخص العربي

تلعب الموارد البشرية دور حيوي و مهم في عمليات التوظيف والفحص والتدريب والمكافأة والتقييم الخاصة بالعمالة. وفي الوقت الحاضر، يواجه المديرون وأصحاب العمل في جميع أنحاء العالم باستمرار مشكلة إدارية مهمة وهي كيفية تحفيز الموظفين وكيفية الوصول الى الرضا الوظيفي بين الموظفين. وتهدف هذه الدراسة إلى حل مشاكل الموظفين بدوام جزئي في المنتجعات ، و في نفس السياق ، تعمل هذه الدراسة على تسليط الضوء على الظروف الصعبة التي تواجه العمالة في المنتجعات للعمل على وضع توصيات لحلها في المستقبل من أجل الاستفادة القصوة من تلك العمالة. تم الاعتماد على البحث الكمي من خلال عمل استبيان للموظفين بدوام جزئي في فنادق الخمس نجوم بشرم الشيخ لمعرفة المشكلات التي تواجههم و معرفة هوية تلك العمالة و هدفها من العمل في المجال الفندقى.

الكلمات الدالة: الموارد البشرية، العمل بدوام جزئي، العمالة المؤقتة.