

Causes of High Employee Turnover in the Jobs of the Hospitality Industry

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Abstract

According to Amah, et al (2009). While hospitality is a form of social relationship with an anthropological dimension, the hotel business is a modern innovation whose development has been encouraged by the invention of the Grand Tour. In other words, for a long time, it would seem that welcoming the other or the host did not constitute the content of dedicated professions. Indeed, for centuries, hospitality has been socially embedded in customary practices, opening its home to foreigners in accordance with ordinary courtesies that can be declined according to the rank of stakeholders. The nobility has long been able to organize reciprocal receptions, ritualized around a relationship that has been developed in castles or mansions. These private establishments knew how to compete in finery and prestige, serving the glory and reputation of the welcoming owner, and whose hosts also came to break idleness, thus becoming pretexts for play and social life. The tourism, hospitality and travel sector is growing rapidly all over the world. According to the World Tourism Organization, there were 1.3 billion international tourists in 2017. France is the leading host country for tourist flows, followed by Spain, the USA, China and Italy. Tourism accounts for 7% of world exports worth \$1,400 billion. It directly and indirectly accounts for 10% of global GDP and 10% of global employment. By 2030, the number of international tourists is expected to reach about 1.8 billion people. Hospitality and travel and tourism accounted for 334 million jobs worldwide, directly or indirectly, accounting for 10.6 per cent of total global employment (Alleyne et al, 2006). During any crisis, the industry that suffers the most is hotel industry as it is the most sensitive to crises such as terrorists' attacks, SARS epidemic, bird flu and COVID-19 pandemic. The present paper investigates the negative influence of epidemic COVID-19 upon both of the resort's employees and management practices in Egyptian resorts during Corona pandemic spread. during COVID-19 crisis the Sheraton hotel chain namely working environment, staff management and the relations with customers had been affected negatively. The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen. The importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus for organizing all the remaining resources for the touristic organizations and improving the employees' performance has been affected accordingly as the turnover rate had increased because of customers decline and the closure of the touristic agencies.

Keywords: hotel industry, importance of HRM, negative effects of epidemics, internal HR issues.

1. Introduction

Recently the jobs of tourism and hospitality are considered not attracting jobs for many employees globally, as tourism and hospitality sector was negatively affected by the external factors like the issue of the Security, that is becoming a major issue for tourism and travel stakeholders. Real or perceived, insecurity concerns not only terrorism but also political instability and civil and military unrest, epidemics or natural disasters. It increases business risks because it affects travelers' behavior, particularly in terms of chosen destinations, and increases the cost of operating infrastructure and insurance.

Safety has become the absolute priority of the sector, before cost control. Professionals in the tourism sector are committed to understanding their clients' fears and anxieties, implementing risk management procedures and developing assistance, monitoring, geolocation and communication services in line with the competent authorities. the different epidemics, like the pandemic and the flue of birds and the flue of pigs.

Millions of workers in the hospitality and tourism industry were laid off as a result of these epidemics (Brown,1994). Tourism sector is always related to economic fluctuations of each country, and if there is a high taxes and high inflation rate and a high interest rate on loans that are assigned for investments in certain country that will negatively affect the tourism activity of this certain country. Most travelers are now depending on technology and they are equipped with smartphones and there are many applications dedicated to tourism, They are mainly oriented toward transport and hotel reservations. More than 1.5 billion travelers use Facebook. The stakes of an online presence via applications or social networks are high, both for selling and for interacting with the customer. However, the technology factor is part of a service profession and some of the smallest touristic projects are struggling to collect and analyze customer data due to a lack of know-how and that is a big challenge (Martin,2003). A huge number of employees who are working in the tourism field have lack of knowledge in using the new technology and is considered the most dangerous challenge in front of improving the tourism field, and the lack of knowledge of using modern technology that is existed in many different, can be a barrier in front of getting accepted in the different touristic jobs. On the other hand, large hotel groups invest heavily in the development of support tools to personalize the service. Consumer behavior has changed, helped by digital technologies. This new era of immediacy generates rapid mobility, immediate service requirements and very rapid sanctions, in the form of ratings and opinions posted online, in the wake of the experience. Consumers want solutions that save them time (online check-in/checkout, reservations to avoid queues at the counter) and help them find their way around and locate the services they need (connections, ATMs, foreign exchange, catering, car rental, etc. There are some problems that are related to the human resource management in tourism and hospitality industry. The human element is crucial for the service industry, especially the hospitality industry. Employees and their skills, attitudes, knowledge, personality, and behaviors play essential roles in improving or collapsing organizational outcomes in the tourism sector, such as service quality, customer loyalty, and satisfaction (Kusluvan et al.,2010). Employees play a prominent role in achieving organizational goals because the hospitality industry has unique human-centric characteristics, especially the high degree of human interactions between customers and service providers (Hartline & Jones, 1996; Kusluvan et al., 2010; Parasuraman et al., 1985). The hotel industry is competitive and labor-intensive, and thus depends heavily on human capital (Haldorai et al., 2019; Michael, Reisinger, Hayes, 2019). Despite the many efforts to keep employees happy and retain them satisfactorily, employee turnover and the new generation of the new graduated employees have a weak desire in working within the hospitality industry remains widespread, because of the important barriers of Interacting and investing abroad for the organizations that are working in the field of the tourism and hospitality appear to be the condition for the survival of large companies that are working in the tourism and hospitality sector within the global market, which requires staff who are up to the challenge, i.e. capable of dealing with the complex issues of internationalization. This

may include expertise in international and national law, fiscality, financial finding arrangements and negotiations with distributors and/or suppliers on site to implement processes embedded in the networks of relevant local actors Mergers and acquisitions, which are particularly numerous in the hotel industry, and if the organizations that are working in the field of tourism and hospitality failed in overcoming the complex issues of internationalization like finding a suitable suppliers and distributors and suitable national employees and mentors they will lose a huge percentage from their own financial budget, and that will lead them to limit their different touristic activities, and merge many departments and to fire a huge number of employees . Touristic organizations are putting emphasis on organizational learning programs that are considered very expensive, and these programs are very important to encourage innovation, the decisive rule of the working style of the different touristic hotel companies, but if these companies chose the wrong and improper employees they will lose the huge percentages that they invested them in training unqualified employees, which that will lead these touristic organization that were subjected to this kind of wrong investment in unqualified employees, to take austerity measures and to fire many employees and to stop hiring fresh employees . In the fast-growing hospitality industry, employers are looking for employees with specific skills, in particular those that facilitate continuous adaptation to change. Willingness to meet customers' needs: understanding, satisfying and fulfilling the customer's needs, communication skills: the ability to communicate effectively orally and in writing with people of different backgrounds, ages, nationalities and temperaments; flexibility and multitasking: ability to adapt to the situation and easily assume a variety of roles, to handle multiple responsibilities simultaneously, to be ready to work in unexpected circumstances; networking: ability to make positive connections with customers, guests, vendors and other employees; commitment and enthusiasm: natural interest and enjoyment in working with others on a daily basis, ability to make clients happy regardless of the situation or emotions; teamwork skills: ability to integrate into the existing team and cooperate to ensure satisfactory customer service; problem-solving skills: dealing with difficult customers or having organizational problems, ability to react appropriately and suggest concrete solutions to problems. The list of skills mentioned highlights that working in a hotel is very demanding and requires particular personality traits, and searching for those particular employees will take a lot of time and making many interviews and tests for the new employees and investing in making more expensive training programs and taking the opinions of the more than one experienced manager, and all these previous factors made the process of making fixed employment contract, and the full recruitment process very hard process in front of all the new employees ,which that made the new employees have a weak desire to get hired in the jobs of the tourism and hospitality sector . The most important causes and challenges behind the weak desire that existed in the employees globally to prefer to not work in the tourism industry are represented in Firstly, dissatisfaction with pay is the main reason for leaving (50%). When the rate at which employees leave the organization is high, this adversely affects the competitiveness and profitability of the organization. This is because staff turnover threatens organizational performance and profitability as it is related to loss of human resources. Organizational leaders can implement strategies that improve competitiveness and profitability when they know the causes of employee turnover. Therefore, for an organization to develop effective retention approaches, it is essential to

first identify the reasons for high labor turnover. Curran (2012) posits that there is no universally accepted configuration for the causes of employee turnover despite the abundance of literature on the subject. Based on a study by Ezeuduji and Mbane (2017) conducted in Cape Town, South Africa, researchers associate the cause for high staff turnover in the hospitality sector with the following: employees viewing compensation as being low when measured against their work, minimal growth opportunities, inadequate work engagement, poor labor relations and long working hours. The findings of this study concurred with the results from Mohsin et al., (2013) research which attributes the intention to leave on the part of hotel employees to long working hours, coupled with work pressures and stress. Holston-Okae and Mushi (2018) argue that compensation, motivation, engagement, work environment and job satisfaction contribute to employee turnover. Kuria and Ondigi (2012) investigated factors affecting turnover in the context of three- and five-star hotels in Kenya and discovered the following: management style, working environment, compensation and benefits could influence turnover intentions. They further note that workers who view their organization as experiencing a difficult financial situation may foresee future layoffs and pre-emptively quit. Kuria and Ondigi (2012) distinguished internal causes of labor turnover from external causes and highlighted the following under internal causes: job dissatisfaction, unfavorable working conditions, long working hours with minimal payments, unrealistic expectations, organizational culture, characteristics of the job, personal and trait- based factors and poor employee training programs. Fallon and Rutherford (2010) report that hospitality workers in one organization classified the most probable causes for high employee turnover as the behavior of managers towards subordinates, long working hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere and physical demands of the job. The compensation structure of hotels is generally characterized as follows: front-line employees and first- level managers are paid at low levels, while middle and senior managers are well compensated.

2. Literature Review

A recently published report “Kelly Services China Salary Guide 2017” provides statistics on the annual salary offered by a range of five-star international hotels in major cities in China, including the Ritz- Carlton, Peninsula, Mandarin Oriental, Kempinski, Four Seasons, etc. Even management trainee positions, which are generally attributed to a small proportion of talented graduates with at least a bachelor’s degree, are only paid 60,000 RMB per year. Due to these low wages, work in hotels as an entry-level employee is generally considered to be reserved for young people, who do not need to support a family. Moreover, even these young people are inclined to leave hotels or even the sector because these low-paying jobs are not their first choice. The lack of career progression is the second main reason why employees in this sector leave their organizations. The work of front-line employees is characterized by high pressure, long working hours and irregular working time. It is easier for these employees to continue in this direction if they perceive marked career paths. However, most international hotels are structured according to complex hierarchies, offering narrow promotion channels for employees with the lowest status. This is why the decision to leave the current hotel to negotiate a higher position in another hotel is usually made. A third reason given is that the characteristics of work in the hotel industry make it difficult for employees to maintain

work-life balance. Since the hospitality sector aims to offer comfort and pleasure, employees are forced to work on weekends and holidays, which means that they cannot enjoy family time as do those who take jobs in most other industries. In addition, employees in this sector must also work in shifts, at night or at very early morning hours. In addition, they often work long periods of time at irregular hours during the high season. These characteristics make it very difficult for employees in the sector of tourism and hospitality to fulfill their family responsibilities and maintain a balance between their professional and personal lives. The tourism sector is highly labor intensive with the performance of its human resources being a significant and determining factor in its sustainability. Consequently, this reliance on human resources for its proper functioning and growth, demands both effective and efficient workforce practices in order for employees to perform at optimum levels, thereby enabling the sector to remain viable in a rapidly changing, and fiercely competitive, global environment (Ogbeide & Harrington, 2011; Zopiaty & Constanti, 2007). In research undertaken in the Iranian work environment Karatepe et al., (2014) discovered that flawed human resource practices, accompanied by nepotism and high employee turnover, were some of the most significant problems. Findings in another study conducted in the hospitality sector in India revealed that selection and compensation practices have a remarkable impact on employee turnover intention. Rok and Mulej (2014) observed that insufficient investment in human capital in the hospitality sector produced high labor turnover and gloomy perspectives of those occupations. An enhanced application of human capital management resulted in significant differences in the strategic management of both industrial organizational levels Rok and Mulej (2014). In research undertaken in the Iranian work environment Karatepe et al., (2014) discovered that flawed human resource practices, accompanied by nepotism and high employee turnover, were some of the most significant problems. Findings in another study conducted in the hospitality sector in India revealed that selection and compensation practices have a remarkable impact on employee turnover intention. Rok and Mulej (2014) observed that insufficient investment in human capital in the hospitality sector produced high labor turnover and gloomy perspectives of those occupations. An enhanced application of human capital management resulted in significant differences in the strategic management of both industrial organizational levels Rok and Mulej (2014). Kuria and Ondigi (2012) posit that the reward system, effective leadership, capability of the organization to evoke a sense of commitment on the workers and its boost of a sense of shared goals, inter alia, will influence turnover intentions and turnover rates. Dey, Kumar and Kumar (2014) assert that organizational commitment is an attitudinal matter where an employee establishes a psychological bond to the organization. They further opine that workers who are committed to the organization will show loyalty and be effective in their jobs. It is believed that employees lacking organizational commitment will easily leave their jobs Khalid and Ishaq (2015). This implies that labor turnover is related to a low level of employee organizational commitment. Organizational commitment is recognized to be influencing a more stable workforce, improved employee motivation and organizational citizenship behaviors Farrell (2003). It is further believed organizational commitment influences employees' inclination to sacrifice for their company. Fair compensation is perceived to enhance worker job engagement and simultaneously lower job withdrawal (Jung & Yoon, 2015). Findings in a research conducted by Ezeuduji and Mbane (2017) carried out in South

Africa, point to perceptions of unfair compensation being usually experienced in cases where the compensation received by the worker is not equitable to the sector wage level for the position the worker is in, or, when the remuneration received is regarded to be unfair compared to worker's responsibilities. Furthermore, Kushivan (2003) views lack of fairness in the distribution of remuneration as one of salient causes of clashes between employers and their workers. Monetary rewards are found to be very applicable to hospitality workers as these jobs are usually related with low salaries and lowest tangible benefits Nasuridin et al., (2015). Engagement is a contemporary concept in motivation. It is important because it has positive results for both the employee and the employer Nel et al., (2011). Karatepe, Karadas, Azar and Naderiadib as cited in Holston – Okae and Mushi (2018) contend that poor employee engagement and commitment could result in higher turnover rates. It is believed when people perceive high levels of organizational cooperation, they begin to be more inspired to display greater endeavor. It is further contended that when workers are empowered, they are more likely to stick with the employer Raub and Robert (2013). Workers are embedded in the job when they are closely connected to other workers and view themselves to be a great fit for the organization. Nguyen et al., in Davis (2018) observed that when embedded in their jobs, workers are less likely to quit the organization. This implies that low engagement and low embeddedness on the part of employees will probably lead to turnover. Job satisfaction is how a worker feels towards his or her execution of a job. Ghorbanian, Bahadori, and Nejati (2012). It refers to how workers feel about their jobs and various aspects of their jobs. Reviews of past studies on turnover reveal that intention to leave or remain in the organization, job satisfaction and organization commitment, are among significant determinants of labor turnover (Griffith et al., 2000; Lum et al., 1998; Murray & Smith, 1998). On the other hand, Price and Muller (1986) in their examination of causes of turnover, recognized work satisfaction as the most salient aspect. Previous work by Hom and Griffeth (1995) revealed that work satisfaction is a notable forecaster of turnover.

Subsequently, Griffith et al., (2000) reiterated that turnover is indeed occasioned by job dissatisfaction. This implies that a worker who is content with his work and his organization would execute his responsibilities well and be dedicated to his work as well as his employer. Meanwhile it is believed that if an employee is not satisfied with the work, he will attribute the cause of dissatisfaction to the organization and thus have lower commitment to the job and will therefore be likely to quit. This contention finds substantial support in the literature. Generally speaking, dissatisfied employees will most probably leave their jobs compared to those who are satisfied. Alongside the scope of work, the job environment is a critical factor which significantly affects how staff perceive work. A conducive job environment encourages employees to come to work and this provides inspiration to sustain them throughout the day. It is believed that the work environment plays a central role on whether a worker resolves to continue working in an organization or to leave. Chong and Besharatri (2014) contended that the rate of staff retention in the hospitality sector is poor as a result of two common reasons: low satisfaction and quality of leadership. Scott (2016) in his work on employee retention in the hospitality industry notes that managers have the greatest effect, control, and influence on the operations of the organization. Furthermore, Solnet, Kralj, and Kandampully (2012) suggested that hospitality managers or owners should continually improve the working environment of their employees as this is directly connected to many desirable

organizational results, like customer satisfaction, profitability and customer loyalty. Eversole et al., (2012) assert that employee discontent should not be disregarded as it may result in the employee quitting the job. It is the manager's obligation to create conducive work context and impetus which inspire workers to accomplish good outcomes and achieve organizational plans. This section identified various factors contributing to labor turnover. However, it should be noted that the list of causes of labor turnover identified here is not exhaustive. The following section will discuss how the industry can develop retention strategies based on the causes identified in this section. It is believed that poor work conditions result in job dissatisfaction, low morale and emotional exhaustion. Employers can retain current employees by ensuring a supportive work environment's et al., in Davis (2018) concluded in their research that fun activities influenced staff decisions to remain or quit the job because the activities led to bonding and forming of friendships in their establishments. Employers should show employees that they are important by establishing an open and flexible workplace which adds to work-life balance. In recent times workers want time to enjoy life beyond work and in this regard if organizations can allow them flexible work arrangements that would be seen in a positive light. Incentive benefits which assist employee health and wellness will also be appreciated. Employers should consider letting workers choose what suits them from a variety of benefits. Organizational culture is about the way things are done in an organization. It comprises of shared values, norms and beliefs that govern the way employees conduct themselves. These shared values have a great impact on the employees in the workplace, determining their dress code, how they act and perform their tasks. This culture also includes the organization's vision, values, norms, systems, language, assumptions, beliefs and habits Needle (2004). McDermon and Sexton in Brenya and Tetteh (2016) view culture as one of the critical sources of competitive advantage as it influences organizational behaviour and performance either positively or negatively. Organizational culture has a powerful influence on worker morale and retention Brenya and Tetteh (2016). They further note that it is not only about being a good organization, but about having a worker devoted to the achievement of the vision, mission and strategy of the organization and having the determination to achieve this. It is observed that an organizational culture that is aligned to the needs and goals of the workers can enhance workers' perceptions of their quality of work life, resulting in worker commitment, leading to improved organizational performance from enhanced effectiveness Khalili as quoted in Holston-Okae (2017). Effective organizational culture therefore engages workers at the basic level and transforms that engagement into high productivity. In the research conducted by Davies (2018) participants highlighted that a positive, healthy organizational culture is another strategy for worker retention. Employee development is not just the responsibility of the employee, managers must support employee development. Messmer (2000) discovered that investment in employee training and career development is one of the critical factors in staff retention. Organizations must ensure that workers are well developed in the latest technologies. Martin (2003) observed a complex relationship between turnover and training. Martin asserts organizations which enhance existing workers' skills, experience minimal employee turnover levels. Martin further warns turnover increases when workers are developed in many skills areas. This may imply that this kind of development increases chances of employees to find work elsewhere. Enhancing employee skills may motivate and improve employee performance

thereby improving organizational performance. Human resource management practices are one of the factors perceived to be crucial for enhancing retention rates. Stein (2000), Clark (2001), Parker and Wright (2001) suggested that organizations must use a considerable number of human resource practices to impact employee commitment and retention. Research indicates that the starting point for enhancing worker retention is to hire the right candidates for the job. This requires knowing the criteria for success in a particular job, in a specific organizational context. Employers should watch out for candidates with a history of job-hopping and for those reluctant to provide references. Fernandez and Worasuwan (2017) contend that hiring knowledgeable candidates for a position is important for the organization. Generally, recruitment and selection processes are critical in the hospitality business as the overall success in this industry depends on human resources. Employees in this industry are in direct contact with the customers and are therefore involved in achieving the objectives of the hospitality establishments. The quality of service rendered depends upon the attitudes of the hospitality employees. Fitzenz (1990) however observes that staff retention does not result from a single factor but there are various factors that influence employee retention in any workplace. Employers must pay attention to factors like organizational culture and commitment, compensation and rewards, career development engagement and embeddedness, job satisfaction and work environment.

One of the biggest HR challenges in the hospitality industry is staff attrition. This term refers to when an employee leaves and their position is not filled. Most hospitality industry employees are hourly, which makes it even more challenging to find the right people. The hours are long and include nights, weekends, and holidays shifts. The wages are also typically lower for employees working in hospitality and tourism field. The hospitality and tourism industry are also seasonal by nature, which means new hires are brought in during peak times of the year and let go during off-peak periods. Some of the reasons of making the attrition challenge in front of Human resource management were represented in the unclear job expectations and Mismatch between touristic jobs and hired employees as most of them does not have educational qualifications and recent experience in tourism and hospitality industry field, inefficient communication and lack of flexibility among the tourism employees and their managers (Arthur,1994). Tourism has a variable demand, and based on that the workers who are working in the tourism field will have unpredictable shifts. Which that create a difficulty for the tourism workers in balancing their personal life and their work life. All these previous factors are causing Staff Attrition (Unfilled Vacancies). Some researchers believed that there is another issue that human resource management in the hospitality and tourism industry struggles with is retaining qualified workers. Many employees that are working in the tourism and hospitality sector are students, seasonal staff, or part-time workers. These types of workers are not typically long-term employees. They either use hospitality and tourism job positions as stepping stones to a better job or temporary work to make extra money (Baum,2007). This situation creates a revolving door of employees that don't stick around long enough to learn the necessary skills to perform their jobs at a satisfactory level, which that will make a dwindling supply of qualified workers in the hospitality and tourism industry and also the tourism and hospitality sector will lose their allocated investment for training those employees who are using the job positions of the tourism and hospitality as a stepping stones to a better job or temporary work to make extra money , and the Qualified workers

can apply their skills in other industries, for example, someone with management experience doesn't only know how to manage a hotel. They can manage a retail store or a restaurant using their managerial skillset. Hospitality employees must use technology now more than ever (Asree et al, 2003). Some researchers giving the priority to use technology for improving all the managerial tasks in the tourism and hospitality sector. According to Becker & Huselid, 1998. There are software programs to learn and equipment to use. Employees of the tourism and hospitality sector must be able to deal with the Wi-Fi system and set it appropriately and offering a high-density Wi-Fi for the customers and for the conferences and meetings that all the managers conduct them with their employees, hotels and all the touristic organizations are also needing to be able to offer access to audio-visual (AV) and digital facilities for conferences. While the amount of AV and digital equipment that goes into a typical conference room is fairly minimal, staging companies are often hired for various projects in order to equip the facility as required. Tourism and hospitality employees are needing to know how to deal appropriately with the employees of the tourism and hospitality sector must be able to deal with the Wi-Fi system and set it appropriately and offering a high density Wi-Fi for the customers and for the conferences and meetings that all the managers conduct them with their employees, hotels and all the touristic organizations are also needing to be able to offer access to audio-visual (AV) and digital facilities for conferences. While the amount of AV and digital equipment that goes into a typical conference room is fairly minimal, staging companies are often hired for various projects in order to equip the facility as required, and also the tourism and hospitality employees must know how to deal appropriately with the Near field communication (NFC), which is a technology that is considered the next-generation short-range high frequency wireless communication technology that gives users the ability to exchange data between devices. Those who are not as technologically savvy view this as a significant barrier that ultimately drives them to leave. Some researchers explaining that one of the important reasons why hospitality and tourism organizations struggle with attrition and retention issues is that there is no process to develop existing employees. When employees do not receive a clear career development path and essential training, this creates a bottleneck of inexperienced workers. This trickle-down effect has a negative impact on a hospitality organization and its patrons. Furthermore, HR managers cannot hire from within, which is more cost-effective than hiring externally. While these are skills that can be used in any job setting, taking the time to develop these traits in the existing employees will increase the likelihood they will remain loyal. Over time, hospitality organizations create a talent pool of trained employees with the potential to become trained managers. By investing in employee development, HR managers can give staff a clear career path and promote them internally (Bagri, 2010). There is an important challenge for the human resource management which is represented in the cultural differences among the native employees and the foreign employees. When there is a cultural clash between the native employees and foreign employees who are working in the same touristic place there will be cultural clash as some employees have individualistic culture and some have collectivistic culture and when they are working together in a group tasks, and when some employees have high uncertainty avoidance they will not be able to deal with the employees that have a high uncertainty avoidance, and the employees who used to be in a working environment that has a high power distance, they will find a difficulty in working in decentralized

environment, and also the employees that have high masculinity rate cannot deal with employees that have high they will not achieve an excellent results in their jobs, and most of them will leave their jobs in the tourism field.

Gender equality in the tourism sector has deteriorated, with women across the world. In general, the tourism sector has a low average wage for a large part of the workforce, while being subjected to harsh working conditions. These effects are intensified within a context of gender discrimination, understood as a devaluation of feminized work that is reflected in wages. These are usually lower and, in some cases, notoriously inferior to those jobs of similar categories that are generally performed by men (Baum,2007). Another factor that affects wage differences between men and women comes from the very nature of contracts. Without considering its general seasonal nature in the tourism sector, there is a majority presence of part-time contracts among women for a long time, this has been considered an advantage to reconcile their time at work with the tasks of caring for children or dependent people, despite this affecting the total remuneration obtained. Jobs requiring similar skills, qualifications or experience tend to be poorly paid and undervalued when they are dominated by women rather than by men. For example, the (mainly female) room attendants in hotels frequently earn rather less than male kitchen porters whose work demands differing physical exertions but is at an equivalent skills level (Brown et al,1994). Migrant workers are in high demand in the tourism sector in many countries and regions and they allow for employers to fill important skills shortages through labor and skills mobility. 62 Foreign citizens, for instance, account for 16 per cent of the 13 million people that work in the tourism sector in the EU. 63 Meanwhile, 19.5 per cent of workers in the tourism sector in the United States are foreign-born 64 and it is one of the largest users of temporary work visas in Australia. Migrant workers in the tourism sector may provide skills profiles that are unavailable in the local labor market.

However, there are cases of skills mismatches: some migrants are significantly overqualified for the working roles that they play and yet are disproportionately likely to remain in lower-paid positions. The demand for migrant labor can further lead to a “brain drain” effect of skilled tourism workers from developing countries (Brotherton et al,1994). For instance, a 2021 ILO report examined the outward migration of tourist workers from Sri Lanka abroad and the intersection with domestic labor shortages in the sector. 66 However, migrant workers also have the opportunity to acquire skills through training and work experience abroad, which they can use upon returning to their home countries and thereby contribute to increased growth and productivity. The tourism sector indeed relies on a global workforce and offers jobs to migrant workers at all skill levels. Not all migrant workers in the tourism sector are in vulnerable positions; however, they are more likely to find themselves in vulnerable situations (Deery & Jago,2015). Many migrant workers in the tourism sector are particularly likely to work in the informal economy; often work in less safe environments and less favorable working conditions than other workers; and may be subject to abusive and fraudulent practices in recruitment processes. Occupational risks and hazards have serious negative effects on tourism workers, their families and societies at large and negatively impact productivity and competitiveness in the sector (Becker et al,1998). Risks and hazards in the tourism industry include fatigue and injuries stemming from physically demanding work; work-related accidents and injuries; psychological risks; and chemical and biological risks.

management systems at all workplaces are essential for the protection of workers, the continual improvement of the working environment and the adoption of preventive measures against risks and hazards. Beside the economic crisis and epidemics negative effects on tourism activity globally, the tourism sector has recently provided a weak and ineffective health system for the workers in the tourism sector, and also the tourism sector recently has a weak recruiting and selection, and rewarding and compensation, and promotion system and providing a low salary in compare to the heavy tasks that the tourism job field impose them on all workers in the tourism sectors (Buller& McEvoy,2012). Organizations in the hospitality and tourism industry face a complex and competitive environment wherein human resource management (HRM) plays a critical role in their success and, therefore, survival. Unlike most other industries, the products of organizations in the hospitality and tourism industry are service experiences, which are mostly intangible and highly dependent on face-to-face interactions between employees and customers (Dan& Jago,2020). Therefore, human resources play a key role in service quality, customer loyalty and satisfaction and other measures of firm performance (Baum, 2014). Consequently, the field of strategic HRM in the literature on hospitality and tourism has grown remarkably over the past two decades. The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen, and the importance of HRM "Human Resources Management" has been elevated recently. Some researchers believing that Strategic HRM in most of the tourism enterprises is giving the priority for assigning a budget for providing an effective health insurance that cover all the different diseases and accidents that could occur to the tourism employees and HRM consider the current effective Employees' mental health is considered the first priority of HR professionals since the beginning of Coronavirus pandemic is the health and wellbeing of the employees as per the survey of Josh, Sloan and CultureX and the mental health of the employees is a very important aspect as its affecting the performance and achievement of the employees' contribution in organization goals and improving all the tourism sector(Carmeli, & Schaubroeck,2012). Research indicates that labour turnover is and continues to be an endemic concern in the hospitality sector across the globe. As a customer-driven business this industry relies heavily on people to attain its competitive advantage. It therefore is critical for workers in this industry to remain happy and motivated as they interact with guests in the industry. Since the hospitality industry is highly labour-intensive, it needs to use its human resources effectively. This section is dedicated to strategies hospitality management can implement to reduce and prevent high employee turnover. Staff retention is an attempt by an organization to keep a conducive environment that encourages employees to stick with the organization. It encourages staff to stay with their employer for an extended period. Literature suggests that retention of employees has become a strategic issue for many organizations globally and human capital management researchers and practitioners are paying more attention to it. It is further believed that if the right staff retention strategies are applied, staff will certainly endure and labour for the successful accomplishment of organizational goals. However, staff turnover continues to be high despite the fact that existing hospitality and tourism literature provides both intrinsic and extrinsic retention policies and techniques (Lee & Way, 2010: Yang, 2008: Davidson et al., 2006: Lam et al., 2002).

Research suggests that there are two major reasons for the increasing importance of employee retention: the first one being high labour turnover and the second one being increased costs related to staff turnover. Nel et al., (2011) posit that employee retention must be integral to the overall talent management strategy of an organization.

3. Research Method

Accordingly, a set of Interviews had been conducted with the HRM managers of the different branches of the Sheraton hotel chain in different touristic places in Egypt. The author will use the case study style for describing how the central HRM of Sheraton hotel chain in Egypt will deal with the Covid19 pandemic dangerous consequences. The author will use the Facebook for extracting information about the different opinions of the customers that experienced the quality service of the Sheraton hotel in Egypt. There will be suggestions is presented to management that could be applied in resort hotel sector to minimize COVID-19 negative impacts on employees.

4. Findings and Discussions

Solutions for the high turnover rate. employee retention approaches indicates that fair remuneration policies and effective training and development initiatives reduce turnover (e.g. Cho et al., 2006: Davidson et al., 2006). This section answers the question: what strategies can be applied within the hospitality sector to reduce and prevent high employee turnover? Ping et al., (2012) note that knowledge of which retention strategies are essential is very important for the success of an employee retention plan. It is believed that if human resource managers cannot identify the right reasons for staff turnover it will be difficult to develop effective retention strategies. .HRM strategies in most of the tourism

enterprises will focus on adopting retention strategy for only the creative and the distinguished and active employees and giving high positions for them like giving the mentoring and supervision positions, and strategic HRM in most touristic organizations will keep the effective employees and provide more effective training that contain effective simulations for all the different tasks of the touristic jobs for enhancing the skills of the workers practically continuously. HRM strategies will pay attention for creating a box for collecting the ideas of the remaining employees and after carefully checking them ,the mangers will choose the most creative Ideas and paying attention for the ideas of the employees that were previously made creative ideas in their work and to encourage them to produce more creative ideas that could improve the different activities of the tourism sector or creating more new effective managerial strategies that will improve the managerial process in the tourism sector in the future HRM strategy will give the priority to engage the new employees with the creative employees in the training and in the different task of the different touristic jobs move their working experience to the new employees and engage the creative employees in the decision making process. Strategic HRM will pay attention for imposing the retention strategy in all the time for keeping and putting the only distinguished effective employees in a high position and make them mentors for the new employees, and in the time of crisis that can affect negatively on the whole tourism sector the retention strategy will applied in most of the touristic enterprises and it will be combined with an effective recruitment plan that include reducing the ineffective employees and stop recruiting refresh graduates, as they require a lot of money

that is need to be invested in the many different training programs and they will need a lot of time to execute all their tasks accurately and recruiting only the experienced employees, as they will need not too many training programs and they will need short time to accurately executing their tasks, as their own experience will help them in do all of that and they will not cost too much to be trained unlike the fresh graduates (Chen& Chan,2019). Strategic HRM will give the priority for eliminating the salary discrimination that will be given to the male experienced employees and female experienced employees that will be hired in their suitable vacancies in the tourism sector and will end by focusing on tailoring and making the salary according to the number of tasks and the work load and the total effort that the new employee will do them and if there will be an extra effort it will be paid and well compensated, and also the strategic HRM in most of the tourism enterprises will include the past working experiences and the training certificates in the tourism field that the new employees will have them will be an important factor for determining their job position and their salary(Cheng,2009). The strategic HRM will give the priority for eliminate and overcome on the problem of the gender discrimination, as women does not take any promotion and most of the women's roles are more concentrated in low-skill and low-paid areas (Dyec,2004). Women's skills are more dominant in the accommodation sector which includes home stay services, food and beverage services, making souvenirs, opening stalls, hawking trade, cooking, cleaning public places and there no a huge percentage of promotion and the bones that female employees get them, which that made most of them does not have strong desire to work in the tourism sector (Chisholm & Nielsen,2009). The strategic HRM will overcome on the problem of the gender discrimination by enacting restricted policies on giving the promotion based on the work performance evaluation and the accumulated past experiences and the way of treatment and the level of cooperation with other employees and tourists which are considered the most important asset in the tourism sector, and the Strategic HRM in most touristic enterprises will make a special electronic platform on the main website of the touristic enterprise for receiving all the different complaints from the female employees and the identity of the complainers will be secret and it will be received only by the high level managers who can deal with these complaints appropriately. The strategic HRM in most of the touristic enterprises will focus on developing the rewarding system in most touristic enterprises by using Surveys offer a way for team members to offer specific, detailed feedback on reward ideas. Touristic enterprises can create a structured survey with rewards that employees can choose or leave it open for suggestions. Most surveys are anonymous so employees feel more comfortable voicing their opinions. Consider using an online survey to make it easier for team members to fill out. Online surveys may offer a simple way for the touristic enterprises to organize feedback and visualize the most popular suggestions. A successful rewards program involves careful planning (Chuang&Liao,2013). should select rewards that motivate and keep employees while staying within the budget of the touristic companies. Ideally, the system of the touristic companies should be long term and contain rewards for meeting quotas or milestones. Touristic companies also need to consider

whether these touristic companies like to offer individual or group rewards or a combination of both. When designing the program, Touristic companies must ensure set attainable goals and that their rewards are appealing enough for employees to remain motivated. Touristic companies must ensure that they have an approved budget so these

touristic companies can regularly reward team members when they exceed expectations. After the system has been in place for a specific period, such as a month or after the first quarter, Touristic companies can ask for feedback to better gauge employee satisfaction. Request constructive feedback on the rewards and the program as it exists so you can make any necessary adjustments. In the time of crisis that are negatively affect on the touristic companies will depend more on non-financial rewarding only the hard workers like recognizing a team member who exceeded expectations each month is a popular reward option in many companies. This recognition encourages employees to work hard so they can earn this honor. Touristic companies can provide prizes, whether it's special parking privileges or a plaque. Some companies offer an extra day of PTO or even the option to work from home for a day to their employee of the month, and only making the financial reward for creative employees who can create creative solutions for making the touristic companies overcome the different financial and non-financial crisis. The strategic HRM in most touristic companies will develop the observation methods for observing their employees' work performance more accurately, depending on the gather intelligence. Ask customers, vendors, coworkers, and other managers about their interactions with specific employees, and also depending on monitoring whether the employees meet their goals and deadlines laid out in a project plan, and making notations within checklists, and report to the managers of the employees at regular intervals. The strategic HRM in most touristic companies are paying attention for making effective cross-cultural training programs that include providing an intensive language program and making cultures seminars in which all the different employees who are working in the same touristic company will explain their different cultures to each other, so they can know each other better and dealing with each other more easily (Collins& Clark,2003). Engaging the different foreign employees in a group tasks is considered very important, so they can practically know their different cultures and different working styles and discovering their different weakness points that are contributing in preventing them in from engaging themselves into the new foreign cultures and supporting different strength points in those foreign employees that can encourage them to engage themselves in new cultures and get adapted to each other in their working place. The strategic HRM in most of the touristic companies globally will make the most important step for improving the tourism field globally which is represented in engaging the customers in the development process of the touristic enterprise, and will be by providing a forms that have enough place for descriptions of the different ideas and giving these forms to the customers theses forms to fill them with their different descriptions of their different ideas that could contribute in improving the service quality of the touristic enterprise, and after that the managers will check these ideas and calculate the total costs executing them and calculating the total benefits on the long-term and on the short -term that the touristic company could get them from executing them ,and these benefits could add more features to the service quality and contribute in improving the touristic company image Infront of their customers and generate more revenues for the touristic company who executing the strategy of engaging the customers in the developing process. Other researchers believed that the customers could create

ideas that could be useful and cost a lot of money and the managers could be deceived that this ideas are useful, but in fact these ideas are not useful at all. The process of engaging customers in the development process will contribute in making strong employer brand that used to introduce the company as a great place to work (Dyer,2016). It's used for communicating with current employees as well as attracting a new, generally passive, workforce, as the policy of the smart policy of engaging the customers and the employees will show that the employer of the touristic enterprise that is following this strategy is flexible and has a welcoming and cooperative environment. Many Research shows how strong the employer brand has a direct impact on talent acquisition, Companies with better reputations have higher-quality and more satisfied employees (Combs& Hall,2006). As early as 1996,

Smith et al. showed that Touristic organization's compensation package should not only consist of what these companies pay to their employees or how much they cover in health insurance. A robust compensation management plan is complete when it has a philosophy, strategy, guidelines for pay, policies, and processes. Bonuses are provided to staff to inspire them or to improve their overall efficiency. This is a form of variable pay usually identified with sales professionals, who are often salaried or excluded employees. Bonuses may also be compensated for company success or when workers with special or particularly sought-after expertise occupy difficult-to-fill vacancies. Any fringe benefit that a company provides can be considered indirect compensation. It more often applies to the different forms of benefits that companies have, such as medical, dental, life, short- and long-term disabilities, and vision insurance, and training positively influences job satisfaction, organizational commitment and leads employees to adopt behaviors expected by customers. Dhar points out that customer requirements necessitate hotel managers to train their staff. In addition to influencing employee performance, and providing training plays a very important role because it reflects the interest of managers in their employees and significantly increases their organizational commitment.

Kusluvan et al. specify that if employees are trained, they will have more "value" and will therefore be more difficult to replace. But Jaworski et al. qualify by stating that part-time employees are even less trained than their full-time colleagues. The reality, once again, shows that training, particularly commercial training, is scarce: in 2011, only 19% of the hoteliers surveyed had received training However, it would appear that the situation is improving (Chuang & Liao,2013).

The Central HRM will depend mostly on the non-financial rewards for rewarding the employees who are serious and hard workers in all their different tasks but not creative, and giving a financial reward to the employees who are creating creative and effective ideas that could improve the service quality of the Sheraton hotel in Egypt. Empowering the creative employees who are continuously create creative ideas and engaging them in the taking the final decisions will make the central HRM in future taking the right decisions and execute them in a right way. The Central management of Sheraton hotel chain in Egypt will also engage the customers in the development process, and this will

be by providing forms are givento them to write their ideas that could improve the quality service of the Sheraton hotel chain in Egypt. The Central HRM will also provide a special offer for the loyal customers for every month like providing to them a discount card that can give a 25% percent at any place or shop or restaurant in any hotel from the Sheraton chain, and giving the priority to listen to all their complains all their recommendations. The central HRM will search for the agencies that have a high level of customer relation and have a past huge experience in guiding traveling customer field and previously dealt with the Sheraton hotel chain in Egypt effectively, and eliminating all the relationships with ineffective travelling agencies. The Central HRM in the Sheraton hotel chain will focus on providing a continuously surveys for the loyal and not loyal customers from time to time to evaluate their different opinions about the service quality of the Sheraton hotel chain (Arthur,1994). The central HRM will pay attention for making effective TV-campaigns and it will choose a very famous world stars that have a strong reputation around the whole world to mention in the different ways of making developments in the quality of the service of Sheraton hotel chain in Egypt, and how the customers can engage in the development process of the hotel and how Sheraton hotel in Egypt is giving a huge priority in engaging all the customers in the hygiene and safety training against corona virus. The Central HRM is focusing on improving the side services like renting cars for tourists and providing a touristic direction for the touristic places in Egypt and providing a tour guide for the different tourists who are liking to go the touristic places in Egypt in groups. The development in the side service in the Sheraton hotel in Egypt will be achieved by dealing with a good and well-reputable car companies that can get a modern car with a smart tool and engaging the drivers with a detailed training in the safety and hygiene against Coravirus, and hiring an experienced tour guide and continuously observing their work and takin a survey from the tourists about their different opinions about the quality of his or her work continuously. The central HRM in the Sheraton hotel chain will give a huge priority on searching for the suppliers who can sell their different required products in out Egypt and making a good relationship with those suppliers on the long-term (Alleyne,2006).

5. Conclusion

The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen. The importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus as employees' performance has been affected accordingly, and the importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus as employees' performance has been affected accordingly. Sheraton hotel chain in Egypt was one famous hotel that had negatively affected by the pandemic, as the number of customersdeclined and many traveling agencies had to close because of its big loss of profit, which that affected negatively affected on the budget of the Sheraton hotel chain (Alan,2016). The central HRM department in the Sheraton hotel chain in Egypt consider the current effective Employees' mental health is considered the first priority of HR professionals since the beginning of Coronavirus pandemic is the health and wellbeing of the employees as per the survey of Josh, Sloan and CultureX and the mental health of the

employees is a very important aspect as it affects the performance and achievement of the employees' contribution in organization goals. Employees' mental health could be affected by the Covid19 pandemic because of the job insecurity and financial loss as well as the Infobesity and the Unknown. As a matter of fact, many industries around the world have been affected by the outbreak of Coronavirus as the pandemics lead to the closure of many workplaces, which increases the anxiety of the employees and the level of unemployment of ineffective employees in the Sheraton hotel chain in Egypt. The central HRM in the Sheraton hotel chain will keep the effective employees and provide the training and engage the creative employees in the decision making. The central HRM in the Sheraton hotel chain in Egypt adopted the retention strategy because Seven managers stated that the most negative impacts of COVID-19 pandemic crisis on the hotel sector are represented in the inability of hotels to meet their financial obligations towards employees' salaries, suppliers, and country tax (Baum & Hai, 2020). Furthermore, six managers added that skilled staff members in hotels were enforced to work in other sectors, and it is considered a great loss for the hospitality field. Moreover, five managers pinpointed the major loss in hotel investment, leading to stoppage of the expansion of building other hotels of the same chain and hindrance of development in hotels. Coronavirus can influence hotels in two ways. Internal obligations are related to payment of staff's salaries, taxes and insurance to the country and payment of the debt of suppliers. On the other hand, external impact is represented in stopping marketing completely to foreigners because international fighting is stopped, and Egyptians were banned from going outdoors to protect themselves from Coronavirus; meaning there is no income. Unfortunately, your expenses are huge and there are no revenues at all. The central HRM in Sheraton hotel chain in Egypt will change the recruitment and selection strategy during the pandemic, as it will recruit the employees that have a high level of experience, and the fresh graduates will not be recruited as they will need conducting many training programs that cost a lot, and they will execute their different tasks accurately. And also, the central HRM in the Sheraton hotel chain in Egypt will recruit the local mentors that have a high level of working experiences in different countries and they have a high level of knowledge about the different cultures and that will make them deal in an excellent way with the different tourists, and those mentors will move their experiences to other local employees who have a working experience in Egypt, and this extra experience will enable them to execute their work correctly and properly and will make them deal in a proper way with the different tourists that have different cultures and norms. The central HRM in Sheraton will put a harsh policy for the new employees who are doing their tasks in an inefficient way.

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