

## **The Effect of Temporary Employment Contracts on Hotel Staff Performance**

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### **Abstract**

This study aims to measure the effect of temporary employment contracts on hotel staff performance. Therefore, a field study was conducted by distributing a questionnaire to a sample of employees in Greater Cairo's five-star hotel. The study used the Convenience sampling technique to distribute three hundred eighty-five questionnaires which 108 were disqualified, and 277 usable ones were statistically handled (71.9% response rate). The results were statistically analyzed with the SPSS (v. 20) and SmartPLS. The study results show that most employees' behavioral and psychological dimensions (i.e., job insecurity, job satisfaction, organizational commitment, trust, ethical leader behavior) are significantly affected by a temporary employment contract, simulating their performance. Furthermore, three factors of staff retention (organizational climate, job satisfaction, and employee well-being) are essential for employees to stay loyal to their work. The study holds implications for future scholarly research in the hotel industry. The study recommends that hotel managers motivate the staff by different methods to enhance their performance and increase their loyalty and satisfaction.

**Keywords:** Temporary staff, employment contracts, job insecurity, human resource, staff performance.

### **Introduction**

Employment contracts are a key to active human resources management. An essential characteristic of employment contracts is whether they are permanent or temporary. Since temporary employment as a share of total work has recently risen in several countries, it has garnered increased scientific attention (Booth *et al.*, 2002). The justification for utilizing flexible working arrangements, like temporary contacts, is that they would only effectively' propensity to hire new employees, not their ability for innovation or rate of productivity growth. Employees, hence lowering the rate of unemployment (Lisi & Malo, 2017). So the concept of employment contracts generally is essential for both the hotel and the employee. It considers the first natural step between them in work. Therefore, this topic should have been considered a priority for helping hotel management and employees begin their first step of dealing safely and comfortably (Lyons, 2020). Moreover, Job performance in the form of performance assessment and management is an essential part of effective human resources management, and it is most sought Moreover, previous literature also examines the relationship between temporary workers and firm performance and finds evidence that supports curvilinear approaches. (Lodefal, 2016).

The term “employee performance” signifies an individual’s work achievement after exerting the required effort on the job, which is associated with engaging in meaningful work, having an engaging profile, and being compassionate colleagues/ employers (Karakas, 2010). An effective employee, performance management system is imperative for a business organization to utilize human resources fully and augment organizational success. Hospital Insurance Funds, which provides social protection, are not available to temporary employees because of the nature of their employment. These rights include the freedom to organize and engage in collective bargaining, the right to paid leave (sick, maternity, and annual leave), and social protection (NHIF). This leads to a lack of motivation and increases shirking, which decreases effort. This could partly explain the persistently low levels of labor productivity, low enterprise competitiveness, and the slow economic growth rates in Kenya (Omolo, 2010). Therefore, the study will investigate temporary employment contracts and their effects on hotel staff performance.

## **Literature review**

### **Employment contracts**

Contracts are responsible for defining expected future exchanges, mitigating ambiguity (e.g., identifying positions, determining future courses of action), forming social units (e.g., alliances, associations, joint ventures), and managing interdependence between persons, communities, and organizations. However, the terms of the contract, its structure, and its components are all subject to change. (Ramada *et al.*, 2019). There are two types of employment contracts; first, the Standard (permanent) employment contract in this type of work contract is of unlimited duration and is concluded without specifying a date for its termination. Therefore, the employer or the employees may not terminate it without a legitimate justification. The law's provisions also restrict the employer's right to remove it. If the work contract is for an indefinite period, each of its two parties may terminate it, provided that the other party is notified in writing before termination. The employer may not terminate this contract unless the employee commits a grave mistake or is proven incompetent. In all cases, the dismissal can only take place through the court, where the jurisdiction is to impose the penalty of dismissal (Egyptian Labor Law for the year, 2015).

### **Temporary employment contract**

The temporary contract is concluded to complete work for a specific period as a year or less or more. The contract has a particular start and end date. If the fixed-term work contract ends with the expiry of its term or the completion of what was agreed upon, it may be renewed by an express agreement between its two parties for another period or period. But it is not obligatory to continue it by the employer (Egyptian Labor Law for the year, 2015). In the twentieth century, standard (permanent) employment contracts were the rule in many industrial countries, and they served as the foundation for labor law, collective bargaining, and social security programs. Beginning in the mid-1970s, changes produced circumstances that led countries, companies, and employees to seek greater job flexibility. As a result, the traditional work relationship started to fall apart. Furthermore, the unstable and competitive business environment brought about by trends in the global economy forced companies to boost profits while also becoming more adaptable in their dealings with staff and customers.

(Pekovic *et al.*, 2020). So, irregular (temporary) labor began to increase. Additionally, since labor laws were created to safeguard long-term employees, they compelled them to defend themselves and avoid the obligations and expenses associated with these regulations. (Malo & Sánchez-Sánchez, 2014) Part-time employment and temporary support organizations are just two examples of the many work arrangements that match the paradigm of temporary work (Bryson, 2013).

**The behavioral and psychological dimensions related to work-life**

Temporary employees have a more limited association with the company because of its narrow and short-term commitment. This skewed relationship may be disastrous for businesses as it jeopardizes employees' affective loyalty, which is critical for ensuring efficacy and survival (van der Meer *et al.*, 2009). Low employee morale could lead to a high labor turnover rate (Torrington *et al.*, 2008). Temporary employees are less motivated, experience higher stress levels, and feel more vulnerable. (Damiani *et al.*, 2020). it is likely to be associated with pressure in the form of poor job health (Stone *et al.*, 2020).

**Job Security & Stability**

Employment on short-term contracts is characterized by job instability, confusion, and unpredictability. The lack of job stability that comes with temporary work has been linked to various adverse outcomes, including poor results. Insensitive and even coercive management practices, inadequate or late correspondence about contract renewal, and the threat of contract termination as a performance management tactic by local managers may all exacerbate the problem of work insecurity (Stone *et al.*, 2020). Employment insecurity is consistently higher among temporary employees than permanent employees; these findings have led to the idea that temporary employees suffer from a lack of well-being and less favorable attitudes and behaviors (De Witte & Naswall, 2003; Ramada *et al.*, 2019). There's a correlation between contract type and a variety of outcomes, including psychological well-being (Aronsson *et al.*, 2002; Paoli & Merllié, 2001), work satisfaction (De Witte & Naswall, 2003), organizational engagement (De Jong, 2019), and self-rated performance (Van Breukelen & Allegro, 2000). Sverke *et al.* (2002) identified four major categories of possible work insecurity outcomes; the categories are characterized by the dichotomies of immediate versus long-term reactions and individually versus organizationally focused responses (see Table 1).

**Table 1:** A classification of possible consequences of job insecurity

	<b>Individual</b>	<b>Organizational</b>
<b>Immediate</b>	Job attitudes (e.g., job satisfaction)	Organizational attitudes (e.g., organizational commitment)
<b>Long-Term</b>	Health and Well-being (e.g., life satisfaction)	Work-related behavior (e.g., self-rated performance)

**Source:** (Sverke *et al.*, 2002)

*H1: Job Security & Stability effect on staff performance*

**Loyalty & Commitment**

The expert literature on organizational involvement presents perspectives that conflict with those of the other constructs investigated. (Uradum *et al.*, 2017). temporary employees are less dedicated than permanent employees, while other studies revealed that both types of employees are equally committed (Akhigbe & Ifeyinwa, 2017). De Jong *et al.* (2019) found that temporary employees in the tourism industry had higher levels of affective and normative engagement than permanent employees and that the relational aspect of the psychological contract was nearly identical for both types of employees. attempted to describe the various, sometimes contradictory findings in the following way: Since a continuance commitment indicates an employee's intention to remain with the company in the future, contingent employees who want to hold their jobs permanently will understandably demonstrate high levels of continuance commitment.

Perceived justice and perceived organizational support (POS) are two structures in the literature on contingent employment that contribute to how organizations handle their employee's POS. The role of POS and perceptions of justice in assessing an employee's contribution to an organization has been highlighted in the literature. Rhoades and Eisenberger (2002) stressed a positive relationship between POS and affective organizational engagement using the reciprocity rule. Though this statement was reached after reviewing many studies, the majority of which focused on permanent employees, it is fair to conclude that an employee's understanding of how much a company values its employees influences their affective loyalty to it (Coyle-Shapiro & Morrow, 2006). According to De Jong *et al.*, 2019, temporary employment is a "poor link" to permanent employment, with less fulfillment and loyalty and more dry psychological contracts.

*H2: Loyalty & Commitment affect staff performance*

### **Benefits & Motives**

To encourage the team, hotel management should cater to personnel demands. Additionally, managers should create support systems and focus groups to aid staff in managing stress, particularly during trying times. They ought to take the time to comprehend the various needs of their personnel. The ramifications for managerial actions become evident when the need hierarchy notion is applied to work for organizations. "It is managers to create some environment employees may reach their maximum potential. Failure to create such an environment might raise employee dissatisfaction, leading to reduced performance, lower job satisfaction, and increasing disengagement from the company" (Pradhan, & Jena, 2017).

*H3: Benefits & Motives effect on staff performance*

### **Staff Performance**

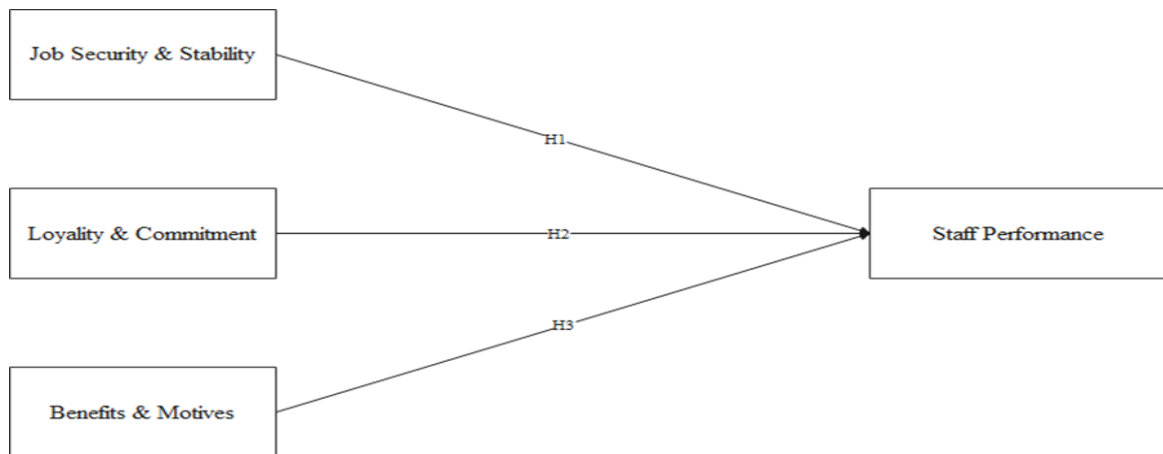
As measured by performance evaluation and management, it is an essential component of good HR management and a popular developmental intervention in the HR portfolio (Bateman & Snell 2007). The word "employee performance" refers to an individual's work accomplishment after putting in the necessary effort on the job, which is linked to having meaningful work, an engaging profile, and sympathetic coworkers/employers (Karakas, 2010). An excellent employee performance management system is required for a company organization to utilize HR and augment organizational achievement. The performance-driven goal should be aligned with organizational policies so that the entire process shifts away from being event-driven and toward a more strategic and people-centric approach (Pradhan & Jena, 2017). Therefore, the study set three hypotheses, as shown in the following figure, to measure the factors related to employee performance and to know the extent of a correlation between them that can affect the employee's performance.

One of the indications of the quality of Human Resource Management in a firm is the employee appraisal system. Employee assessment processes that are well-designed and implemented are not only critical for good employee performance management, but they also provide useful information for other human resource management responsibilities. As a result, for the appraisal system to be effective, it must be individualized, subjective, and qualitative, and directed toward problem-solving. It should be based on well-defined and measured performance standards and indicators (Blstakova, 2010). Methods of performance appraisal had outlined into two methods first, traditional methods (e.g., Ranking, Graphic Rating Scales, Critical incidents, Narrative Essay; Checklis, Paired comparison, Critical Incidents, Behaviorally Anchored Rating Scales, and Cost Accounting Method). Second, modern method

(i.e., Management by Objectives; Behaviorally Anchored Rating Scale (BARS); Humans Resource Accounting; Assessment Centers; 360 Degree Multisource (360-Degree) Appraisal Technique; 720 Degree; Psychological Appraisals (Khanna & Sharma, 2014; Shaout, & Yousif, 2014).

### A proposed conceptual model

Based on the previous literature and the developed conceptual models (e.g., Karakas, 2010; Pradhan & Jena, 2017; Akhigbe & Ifeyinwa, 2017; De Jong *et al.*, 2019), this study proposes



and tests a conceptual model (Figure 1) that examines three factors of Temporary Employment Contracts that affect employee performance in five-star hotels (i.e., Job security & stability; loyalty & commitment; benefits and motives, and equipment).

**Fig.1. A proposed Conceptual Model**

### Methodology

#### Study instrument

The study used a questionnaire adapted from previous studies. It was discussed with some academic staff and experts in the academic hospitality staff and hospitality industry experts to assess the wording and flow, and the question sequence. The questionnaire comprises four parts. The first part included profiling information (e.g., gender, age ... etc.). In the second part, respondents were asked to evaluate the aspects that affect their expected employment continuity. In the third part, respondents were asked to identify the benefits & motives that are important to them. In the fourth part, respondents were asked to evaluate their performance. In the three last parts is simply a five-point Likert scale measurement tool that the respondent is asked to evaluate any objective dimension by giving it a quantitative value, with a level of agreement and/or disagreement being the most commonly used dimension. A 5- point Likert scale consists of 5 answer options which will contain two extreme poles and a neutral option connected with intermediate answer options: “1 = strongly disagree,” “2= disagree,” “3= neither agree nor disagree,” “4= agree,” and “5 = strongly agree”.

#### Procedures

The field study was conducted by distributing a questionnaire to a sample of employees in five-star hotels in Greater Cairo. According to the Egyptian Hotels Guide (2020), there are 33 five-star hotels located in Greater Cairo city. The researcher used a stratified random sample because the population has diverse subgroups, thus making sure that the sample includes all of them. The sample size was calculated according to the following formula (Onwuegbuzie & Daniel,1999):

$$n = Z^2 * p * (1 - p) / e^2$$

$$n = 1.96^2 * 0.5 * (1 - 0.5) / 0.05^2 = 385.$$

\*n: sample size, Z: the confidence level of 95%, P: Population, which is equal, e= a margin of error of 5%.

Three hundred eighty-five questionnaires were distributed, of which 108 were disqualified, and 277 usable ones were statistically handled (71.9 % response rate).

**Table 2:** Construct measurement and sources

<b>Factor</b>	<b>Item</b>	<b>Measures</b>	<b>Source</b>
<i>Job Security &amp; Stability (JS)</i>	JS1	Uncertainty in terms of job security discourages employees at the hotel (work) hence unproductive	(Falco, A. <i>et al.</i> , 2008; Mohammad Saeid Aarabi <i>et al.</i> , 2013; Ruth Moraa Ongera <i>et al.</i> , 2015)
	JS2	Managers use the threat of contract discontinuation as a performance management tool.	
	JS3	Working with a permanent contract is better than working with a temporary	
	JS4	Temporary contracts increase the feeling of job insecurity	
	JS5	The stability concept can be clear within a temporary contract	
	JS6	Working with temporary contract increase thinking in search for about better opportunities for a job	
	JS7	If we extend the temporary contract period to become 3 or 5 years before the renewal will be better than one year.	
	JS8	You feel stressed when you think about retirement with a temporary contract.	
<i>Loyalty &amp; Commitment (LC)</i>	LC1	Continuity of gaining work experience makes temporary employees more committed to their work	(Falco, A. <i>et al.</i> , 2008; Karianne Kalshoven <i>et al.</i> , 2011; Ruth Moraa Ongera <i>et al.</i> , 2015)
	LC2	Expected termination of contracts demotivates employees at work	
	LC3	Expected contract renewal enhances employee commitment	
	LC4	The commitment of temporary employees tends to reduce towards the end of the contract	
	LC5	The feelings of loyalty affect by a temporary contract	
	LC6	The contract's terms and details are essential for accepting the job	
<i>Benefits &amp; Motives (BM)</i>	BM1	The percentage of the monthly bonus, annual salary increase, and profit share do make your work with more enthusiasm/efficiency.	(Mohammad Saeid Aarabi <i>et al.</i> , 2013; Ruth Moraa Ongera <i>et al.</i> , 2015; Sara Ghaffari <i>et al.</i> , 2017)
	BM2	The benefits such as; transportation, mobile, uniform, meal allowance, and commissions effect your acceptance for the job.	
	BM3	You care in your contract about the medical and social insurance.	
	BM4	You can accept an unsatisfied salary if you gain an open-ended contract because you will gain another	

		benefit you didn't have in your temporary contract.	
	BM5	Formal training programs are enough for you to do well and develop, and you feel no need to take external courses.	
	BM6	The experience that you have from your position is valuable and makes you satisfied.	
	BM7	Temporary employees feel equality, care, and fair treatment compared t permanent employees.	
	BM8	Your performance evaluation faced your expectations.	
	BM9	A good relationship with managers affects effort positively	
	BM10	The advancement and promotion opportunities in the hotel make you motivated	
	BM11	Pursue better salary and working conditions as your priorities	
	BM12	The presence of a union for employees in the tourism and hotel sector is an important thing	
<i>Staff Performance (SP)</i>	SP1	You take appropriate actions to solve problems as necessary and develop creative solutions for new issues.	(Johanim <i>etal.</i> ,2012; Ruth Moraa
	SP2	You met all your performance targets for the previous evaluation period.	Ongera <i>et al.</i> , 2015)
	SP3	You help others who have a heavy workload	
	SP4	You make recommendations on issues that effect on department or organization.	

## Data Analysis

A descriptive analysis was applied to analyze the obtained data from the survey by using SPSS version 20 and SmartPLS. In this study, descriptive analysis was applied for the two types variables involved in the survey: categoricalontinuous variables. For the categorical variables (e.g., age) and the continuous variables (e.g., job insecurity)

## Results

### Respondents' demographics

As shown in Table 4, the total number of respondents, (94) 33.9%, worked in the front of the house, whereas (49) 17.7% were in the back of the house, (32)11.6% were in the administration, (102) 36.8% were in operation. In addition, 173 (62.5%) were male, and 104 (37.5%) were female, (83) 30% were single, (194) 70% were married. With reference to ages, 45 (16.2%) respondents are between 20 and 25 years old; meanwhile, 104 (37.5%) respondents are between 25 and 30 years old; 92 (33.2%) are between 30 and 35; 27 (9.7%) are between 35, and 40, and 9 (3.2%) are older than 40 years. For the educational level, (48) 17.3% of the respondents completed secondary, (175) 63% completed university, and (54) % the remaining have advanced studies. For the number of years working in the hotel, 38 (13.7%) less than 1 year, 128 (46.2%) from 2 to 5 years, 81 (29.2%) from 5 to 10 years, and 30 (10.8%) above 10 years. For the number of promotions in the work period in the hotel, 84 (30.3%) have never been promoted, 111 (40.1%) have one time, 61 (22%) have two times, 21 (7.6%) have three times, 0 (0%) have four times. With reference to income, 83 (30%) get less than 5000 L.E, 111

(40.1%) get from 5000 – 10,000 L.E, 56 (20.2%) get 10,000 – 15,000 L.E, 27 (9.7%) 15,000–20,000 L.E, 0 (0%) get above 20,000 L.E.

**Table 3:** Demographic data of the respondents (N = 277)

<b>The Question</b>	<b>Group</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Department</b>	Front of the house	94	33.9 %
	Back of the house	49	17.7 %
	Administration	32	11.6 %
	Operation	102	36.8 %
	Total	277	100 %
<b>Gender</b>	Male	173	62.5 %
	Female	104	37.5 %
	Total	277	100 %
<b>Marital State</b>	Single	83	30 %
	Married	194	70 %
	Total	277	100 %
<b>Age</b>	From 20-25	45	16.2 %
	From 25-30	104	37.5 %
	From 30-35	92	33.2 %
	From 35-40	27	9.7 %
	Above 40	9	3.2 %
	Total	277	100 %
<b>Education</b>	Secondary & below	48	17.3 %
	University	175	63.2 %
	Advanced studies/ Others	54	19.5 %
	Total	277	100 %
<b>Experience</b>	Less than 1 year	38	13.7 %
	2 to 5 years	128	46.2 %
	5 to 10 years	81	29.2 %
	Above 10 years	30	10.8 %
	Total	277	100 %
<b>Promotion</b>	Never	84	30.3 %
	One time	111	40.1 %
	Two times	61	22 %
	Three times	21	7.6 %
	Over four times	0	0 %
	Total	277	100 %
<b>Income</b>	Less than 5000 L.E	83	30 %
	From 5000 – 10,000 L.E	111	40.1 %
	10,000 – 15,000 L.E	56	20.2 %
	15,000 – 20,000 L.E	27	9.7 %
	Above 20,000 L.E	0	0 %
	Total	277	100 %



### Descriptive analysis

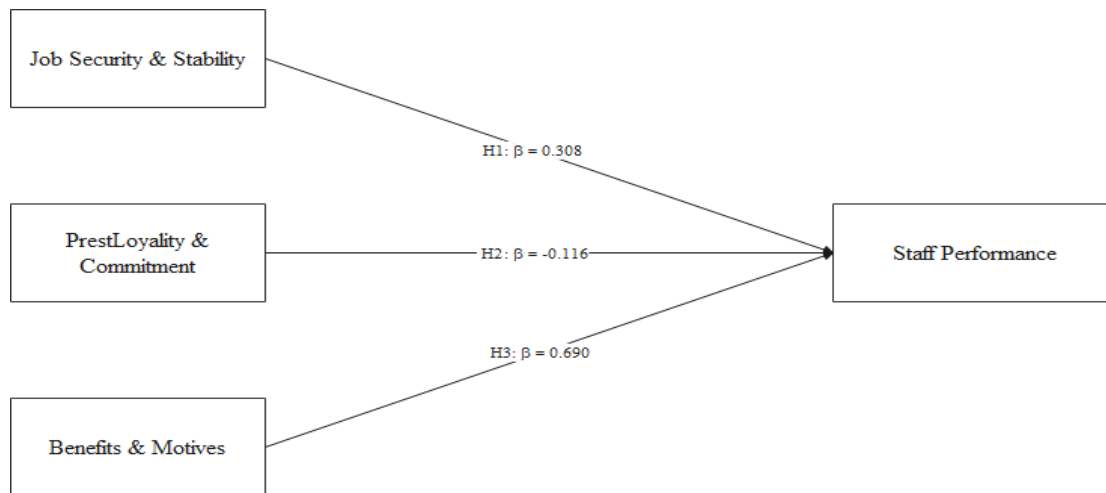
SmartPLS was used to analyze job security & stability, loyalty & commitment, benefits & motives, and staff performance items. The items were calculated by Mean, STDEV, T-Values, and P-Values, as demonstrated in Table 5.

**Table 4:** A descriptive analysis of the factors influencing staff performance

Factor	Item	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	
<b>Job Security &amp; Stability (JS)</b>	JS1	0.777	0.033	23.614	0.000	
	JS2	0.608	0.046	13.310	0.000	
	JS3	0.599	0.052	11.515	0.000	
	JS4	0.800	0.035	22.890	0.000	
	JS5	0.696	0.038	18.144	0.000	
<b>Loyalty &amp; Commitment (LC)</b>	LC2	0.775	0.028	27.446	0.000	
	LC3	0.856	0.015	58.986	0.000	
	LC4	0.856	0.019	46.160	0.000	
	LC5	0.766	0.041	18.913	0.000	
	LC6	0.705	0.037	18.955	0.000	
<b>Benefits &amp; Motives (BM)</b>	BM1	0.614	0.051	11.950	0.000	
	BM2	0.543	0.056	9.666	0.000	
	BM3	0.656	0.052	12.596	0.000	
	BM4	0.664	0.034	19.338	0.000	
	BM6	0.785	0.018	42.454	0.000	
	BM7	0.778	0.029	26.542	0.000	
	BM8	0.788	0.027	28.681	0.000	
	BM10	0.768	0.034	22.665	0.000	
	BM11	0.365	0.087	4.204	0.000	
	BM12	0.461	0.079	5.913	0.000	
	<b>Staff Performance (SP)</b>	SP1	0.846	0.018	46.989	0.000
		SP2	0.959	0.004	233.522	0.000
SP3		0.833	0.025	33.789	0.000	
SP4		0.763	0.041	18.684	0.000	

### Results of hypotheses testing

The standardized coefficient ( $\beta$ ) and P-value (Table 6 and Fig.1) were used to verify the study hypotheses: For the first hypothesis, the study evinces that job security & stability has a significant effect on staff performance ( $\beta = 0.308$ , P-value = 0.000). Thus H1 was accepted. whereas in the second hypothesis, the study evinces that loyalty & commitment has no significant impact on staff performance ( $\beta = -0.116$ , P-value = 0.164), thus, H2 is rejected. Finally, in the third hypothesis, the study evinces that benefits & motives have a significant effect on staff performance ( $\beta = 0.690$ , P-value = 0.000). Thus H3 is accepted.



**Fig.2.** Final structure equation model

**Table 5:** Path coefficient of research hypotheses

Hypotheses	Relation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T - Statistics ( O/STD EV )	P - Values	Results
H1	JS → SP	0.308	0.314	0.054	5.743	0.000	Supported
H2	LC → SP	-0.116	-0.110	0.083	1.394	0.164	Rejected
H3	BM → SP	0.690	0.684	0.054	12.849	0.000	Supported

\*JS: Latent Variable1, LC: Latent Variable 2, BM: Latent Variable 3, and SP: Latent Variable 4.

**Table 6:** R-square of the endogenous latent variables

Construct	R2	Result
Staff performance	0.715	High

**Discussion and Conclusion**

The results of the current study can be divided into theoretical results that were reached through reviewing and analyzing previous studies related to the subject of the study and applied results that were reached through the field study, as follows:

**Theoretical findings of the study**

The aim of the study was achieved, to reach the extent of the impact of temporary work contracts on staff performance in hotels. Through previous tools, several factors affecting the performance of temporary contract employees were reached, and they have been grouped and counted in these factors (job security & stability, loyalty & commitment, and benefits & motives). The results were significant that there is a correlation between these factors and the performance of employees. The literature review has also given a better understanding of both definitions and theories of employment contracts and clarified many work-life theories that affect employees and the organization as a whole (e.g., Akhigbe, & Ifeyinwa, 2017; De Jong *et al.* 2019; Ramada *et al.*, 2019). Moreover, the study also focused on the importance of human resources management and providing motivation and benefits that lead to raising the efficiency of employees with temporary contracts and giving them a sense of stability and loyalty.

### Practical findings of the study

The study aimed, in general, to study the relationship between the effects of the temporary employment contract and staff performance in the five-star hotel in Greater Cairo. Therefore, this study attempted to assess the most critical factors affecting employees on temporary contracts. The study tested the effect of three independent variables (Job Security & Stability, Loyalty & Commitment, and Benefits & Motives) on one dependent variable (Staff performance). The result found that there is a relationship between job security & stability and between staff performance. At the same time, there is no significance between loyalty & commitment and between staff performance. Moreover, there is a significant relationship between benefits & motives and between staff performance.

### Study Implications

The study presented some essential implications. **Firstly**, increase the awareness of the importance of employment contracts for both the employee and the hotel, which we have been able to reach it through the survey and raise the issue and know the extent of the participants' response to it and their vision regarding it, as well as conducting interviews with managers in hotels and raising the issue and knowing their opinion and suggestions.

**Table 8:** the percentages of the various frequencies obtained from all questions:

The 5 points ranges	Frequencies	Percentage
Strongly disagree	893	10.7%
Disagree	911	11%
Neither agree nor disagree	850	10.3%
Agree	1298	16%
Strongly agree	4358	52%
Total	8310	100%

Table 8 shows the size of the response to the study, where that the highest percentage is “strongly agree,” followed by “agree” in a total of 68%, which indicates the agreement of the participants that there is an effect of temporary employment contracts on temporary employees in hotels and the importance of considering the issue. While 10.3% of them indicated that it is neither agreed nor disagree, they neither support nor oppose it, while 21.7% disagree that the temporary employment contracts affect the staff performance in hotels, this undoubtedly puts the possibility of increasing awareness among this group after going through that survey experience regarding the subject of the study.

**Secondly**, know the effects of temporary employment contracts, neither positive nor negative, and how to avoid its negativity, which we were able to reach it through the theoretical study first for previous studies and researchers (Ramada *et al.*, 2019; Stone *et al.*, 2020) and extract the assumptions that were measured in the field study secondly and obtain results that support the presence of a negative impact in some cases of temporary contracts on the performance of employees in hotels. This research paper proposed and tested a structural equation model (Figure 1) that discussed the effect of job security & stability, loyalty & commitment, and benefits & motives on staff performance. And as shown in (Table 6) that job security & stability ( $\beta = 0.054$ , P-value = 0.000), loyalty & commitment ( $\beta = 0.083$ , P-value = 0.164), benefits & motives effect on staff performance ( $\beta = 0.054$ , P-value = 0.000), which indicate that the two factors of “job security & stability” and “benefits & motives” affect staff performance in the hotel, whereas, the factor of “loyalty & commitment” has no effect. So, the management should think about how can deal with the two factors that affect staff performance to decrease the negative results in the short and long run.

**Thirdly**, improve the relationship between the hotel and the employee and for achieving the highest performance from the staff, which we were able to reach it by studying the importance of the role of human resources management and focusing on the importance of providing incentives and benefits through them to all employees to raise the level of employee performance and improve the relationship between management and employees. Some points were also reached through managers' interviews, which in turn were important in clarifying the point of view of the institution and management on the subject, and then the ability to develop recommendations through which the relationship between management and employees can be improved.

### **Limitations and future research**

This study attempted to assess the most critical factors that affect employees on temporary contracts, but the study has some limitations. Firstly, the analysis depends on a sample of employees with temporary contracts in five-star hotels in Greater Cairo. Therefore, future studies can rely on economy hotels. Secondly, the study used questionnaires as a data-gathering tool. Future studies may use different tools like interviews or focus groups. The study tested the effect of three independent variables (job security & stability, loyalty and commitment, and benefits & motives) on one dependent variable (staff performance). Future studies should consider the professional factors and the societal and international conditions that affect the change in the work environment and the hotel staff performance.

### **تأثير عقود العمل المؤقتة على أداء العاملين بالفنادق**

#### **المستخلص**

تهدف هذه الدراسة إلى قياس أثر عقود العمل المؤقتة على أداء العاملين بالفنادق. لذلك تم إجراء دراسة ميدانية من خلال توزيع استبيان على عينة من العاملين في عينة من فنادق الخمس نجوم بالقاهرة. تم توزيع ثلاثمائة وخمسة وثمانون استمارة استقصاء ، 108 منها غير صالحة للتحليل ، و 277 قابلة للتحليل الإحصائي (71.9٪ معدل استجابة). تم تحليل النتائج إحصائياً باستخدام SPSS (v. 20) و SmartPLS. أظهرت نتائج الدراسة أن معظم الأبعاد السلوكية والنفسية للموظفين (انعدام الأمن الوظيفي ، والرضا الوظيفي ، والالتزام التنظيمي ، والثقة ، وسلوك القائد الأخلاقي) تتأثر بشكل كبير بعقود العمل المؤقت ، وتؤثر على أداء العاملين. علاوة على ذلك ، هناك ثلاثة عوامل للاحتفاظ بالموظفين (المناخ التنظيمي ، والرضا الوظيفي ، ورفاهية الموظفين) ضرورية للموظفين للبقاء مخلصين لعملهم. الدراسة لها آثار على البحث العلمي المستقبلي في السياحة والضيافة. توصي الدراسة مديري الفنادق بتحفيز الموظفين بطرق مختلفة لتعزيز أدائهم وزيادة ولائهم ورضاهم عن العمل بالفنادق.

**الكلمات الدالة:** الموظفون المؤقتون ، عقود العمل ، انعدام الأمن الوظيفي ، الموارد البشرية ، أداء العاملين.

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