

EMPIRICAL RESEARCH ON DETERMINING FUTURE ANXIETY OF HOTEL STAFF AND LEAVE OF EMPLOYMENT DUE TO COVID-19

Pesquisa Empírica sobre a Determinação de Ansiedade Futura e de Licenças de Emprego dos Trabalhadores em Hotel Devido à Covid-19

MEHMET SARIISIK¹, OSMAN CULHA², GULCIN OZBAY³ & VELI CEYLAN⁴

ABSTRACT

The main purpose of this research is to determine the relationship between Covid-19 pandemic and hotel employees' leave/continuing of employment to work and their employment concerns. A questionnaire form from different scales was designed and data was collected from 633 five-star hotel employees between December 2020 and March 2021. According to the results, hotel employees have future anxiety with Covid-19, but their intention to leave work is low. Particularly, the dimensions such as hopelessness and fatalism were found to have a significant relationship with the anxiety and the intention to leave work, while a high correlation was found between the dimension of continuing the profession and the dimensions of individual and general measures.

KEYWORDS

Tourism; Hotel Staff; Employment; Covid-19.

RESUMO

O principal objetivo desta pesquisa é o de determinar a relação entre a pandemia da Covid-19 e a licença/continuação de trabalho dos empregados em hotel e suas preocupações com o emprego. Aplicou-se um questionário de diferentes escalas, coletando-se dados junto a 633 funcionários de hotéis cinco estrelas, entre dezembro de 2020 e março de 2021. De acordo com os resultados, os empregados do hotel registram ansiedade futura em relação a Covid-19, mas sua intenção de deixar o trabalho é baixa. Particularmente, dimensões como a desesperança e fatalismo foram consideradas como tendo relação significativa com a ansiedade e a intenção de deixar o trabalho, enquanto uma alta correlação foi encontrada nas dimensões continuidade na profissão e medidas individuais e gerais.

PALAVRAS-CHAVE

Turismo; Trabalhadores em Hotel; Emprego; Covid-19.

¹ **Mehmet Sariisik** – Doctor. Professor Sakarya University of Applied Sciences, Faculty of Tourism, Department of Gastronomy and Culinary Arts. <http://orcid.org/0000-0002-0681-6137>. E-mail: msariisik@subu.edu.tr

² **Osman Culha** – Doctor. Associate Professor Alanya Alaaddin Keykubat University, Faculty of Tourism, Department of Gastronomy and Culinary Arts. <http://orcid.org/0000-0003-2024-4582>. E-mail: osman.culha@alanya.edu.tr

³ **Gulcin Ozbay** – Doctor. Associate Professor Sakarya University of Applied Sciences, Faculty of Tourism, Department of Gastronomy and Culinary Arts. <http://orcid.org/0000-0002-5647-7137>. E-mail: gozbay@subu.edu.tr

⁴ **Veli Ceylan** – MSc. Research Assistant Sakarya University of Applied Sciences, Faculty of Tourism, Department of Gastronomy and Culinary Arts. <http://orcid.org/0000-0001-7098-7777>. E-mail: veliceylan@subu.edu.tr

INTRODUCTION

Covid-19, with more than 65 million cases in more than 200 countries, with over 1.5 million deaths continues to capture the world harsher than the other pandemics experienced in recent years. Negative reflections and some uncertainties of the epidemic persist in all areas of daily life. Undoubtedly, tourism is the leading industry that it affects and will continue to affect. Limitation of flights, curfews, new restrictions on travel and quarantine practices will bring important bottlenecks in tourism. One of the most important negative consequences of epidemic diseases is undoubtedly job insecurity.

Pandemic carry employees away too many concerns regarding both their health and economic situation, and this is explained by the concept of job insecurity (Blake et al., 2010). Job insecurity is defined as subjective thought that prevents the continuity of the current job and develops due to the individual's perception of uncertainty, resulting from any legal or illegal organizational changes or economic setbacks (Pelenk & Acaray, 2019; Cheung et al., 2018). Briefly, job insecurity, which describes as the anxiety of losing the job (Kinnunen et al., 1999), fear of being unemployed (Akgunduz & Eryilmaz, 2018) concern about the future job situation (Darvishmotevali & Ali, 2020; Voon & Ma, 2014; Chalim, 2018; Lee et al., 2018; Cheng & Chan, 2008), creates job anxiety about the future (Blomqvist et al., 2020). The perception of job insecurity also has personal, organizational, social, and economic effects (Voon & Ma, 2014). In this context, job insecurity is considered as an important employment problem (Lee et al., 2018).

On the other hand, leaving the job is described as voluntarily or involuntarily withdrawing from a business (Zopiatis et al., 2014; Yang et al., 2012), the awareness of the employee about quitting jobs and the termination of the employment of people in the business (Mohsin et al., 2015). Although the actual leaving the job behavior is very difficult to measure, the intention to leave is a reliable determinant of real leaving behavior (Zopiatis et al., 2014). The intention to leave is expressed as the subjective estimate of the individual's probability of leaving the organization in the near future (Cho et al., 2009). It is reported that most of those who stated that they intend to leave the job are more likely to leave the industry completely (Zopiatis et al., 2014; AlBattat & Som, 2013).

According to the findings of the limited number of studies in the tourism sector, it has been determined that tourism employees show self-sacrifice in their jobs, want to continue their job, or do not want to leave the sector in economic crisis or pandemic period. As stated by Tufts

(2009), under these behaviors, there may be factors such as the accumulation of debts when employees lose their jobs, job stress, and new job interview anxiety due to re-enter the job market. Backer (cited in 1960, Ko et al., 1997) identified this situation with the difficulty in finding alternative job opportunities for employees and increasing the cost of leaving the business organization. Similarly, Çulha (2008) stated that the costs that employees will have to bear if they leave their job to increase their loyalty (continue) to their business organization. This situation especially affects employees who have difficulty in finding alternative jobs due to their low skill levels (Belau, 2003).

The main purpose of this study is to reveal the relationship between the perception, anxiety, attitudes and behaviors of hotel employees and fear of losing their jobs in the Covid-19 pandemic process. Besides, no studies on job insecurity or intention to leave due to the pandemic of tourism employees have been found. From this point of view, determining the concerns and leaving tendencies of people working in the tourism sector in especially Covid-19 disease and other pandemics, and providing evaluations about them can make important contributions to the literature. This research was designed to determine job losing, leaving the job and future anxieties of tourism employees in the Covid-19 process. First, a literature about previous pandemics and job insecurity is presented, and then discussion and conclusion were submitted by analyzing the research.

LITERATURE REVIEW

Tourism is a large industry in the world, which has increased by 3.8% in 2019 compared to the previous year, with 1.5 billion people have international travels annually (UNWTO, 2020a), and with 760 million employees that means one in ten people are employed directly or indirectly (Pololikashvili, 2018). However, touristic mobility (Ștefănică & Butnaru, 2014) and labor mobility (Zengeni & Zengeni, 2012) also increases the risk of confrontation with various epidemic diseases [Covid-19, Sars, HIV / AIDS, Ebola, etc.]. As it is known, although epidemics are of biological origin, their spread occurs through social contact (Lee & Warner, 2005b). Unlike sectors such as healthcare, chemistry, medicine, insurance, online shopping, and banking (Dombey, 2003), the tourism sector is one of the most important areas of work, where employee-employee, employee-customer and customer-customer interaction is intense and that are negatively affected by epidemic diseases (Lee & Warner 2005a; Lee & Warner 2005b).

Epidemics brings negative consequences such as temporary or permanent closure of businesses (Tufts, 2009) reduced demand in the tourism industry (Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006; Tufts, 2009; Min et al., 2011) reduced capital investments (Lee & Warner, 2006) along with job and labor losses (Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006). These losses are mostly faced by sectors, such as hotels, food and beverage businesses (Pine & McKercher, 2004, Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006; Kim, Chun & Lee, 2005; Tufts, 2009), catering, wholesale and retail trade, transportation & entertainment (Pine & McKercher, 2004; Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006), aviation and travel agencies (Dombey, 2003; Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006; Kim et al., 2005).

During the SARS pandemic process, tourism businesses (hotels, restaurants, theme parks) whose occupancy rates and consequently their income rates decreased, thus, in order to decrease the costs, they have suspended some of their services temporarily [elevator, pool, sports, breakfast, food and beverage services, etc.], and/or asked their employees voluntary/involuntary use their paid leave, or use their free leave rights or retire, paid no wage to their employees between one and four days a month, reduced their working shifts, terminated their temporary contracts, reduced their wages, stopped all payments and/or fired their employees (Pine & McKercher, 2004; Lee & Warner 2005a; Lee & Warner 2005b; Lee & Warner, 2006; Kim et al., 2005). Similarly, such practices (unpaid leave, reduction of salaries) have been implemented by airlines with reduced passenger and flight numbers (Dombey, 2003; Pine & McKercher, 2004; Lee & Warner 2005a).

International Labor Organization (2020) estimates that 1.25 billion workers, representing almost 38 percent of the global workforce, are currently employed in key sectors such as retail, manufacturing, accommodation, and food services, which are facing a serious drop in production and a high risk of displacement. As a result of the Covid-19 pandemic, Lock (2020) estimates that the global travel and tourism market will lose 75.2 million jobs worldwide in 2020. The ones affected by the employment loss in the tourism sector are mostly socially weaker, less skilled, women and youth (Belau, 2003), immigrants and part-time workers (Belau, 2003; Lee & Warner, 2005b; Lee & Warner, 2006) are more affected by employment loss. Employees have the risk of losing their income and jobs permanently, unless the outbreaks are effectively controlled, and the industry returns to its significant growth rates (ILO, 2020). Tufts (2009) suggested that the impact of epidemic diseases on hospitality workers should not only be

reduced to employment level, stated that he reached important findings in interviews with 30 hotel employees who faced long-term unemployment in 2003-2004.

According to these findings, firstly, the epidemic has stunning effects, such as financial difficulties [debt accumulation, home evacuation], job stress [re-entering the labor market, changing businesses, job interview anxiety], increased work in other jobs [two or more part-time employment with less wages instead of employment for entertainment purposes]. Secondly, employees are faced with unfavorable working conditions where hotels significantly restructure post-epidemic work [intensified workloads, less staffing, multitasking, flexible and shorter work]. Due to the workers who have difficulty in finding alternative jobs because of their lower skill levels, they had even worse social effects in crisis such as epidemics and war (Belau, 2003). Factors such as terrorist events, wars and/or natural disasters, in particular epidemic diseases result in economic crisis cause employment problems (Lee & Warner, 2005a), significant changes in economic and social life, increased unemployment rates, organizational changes (shrinkage and restructuring, etc.), flexible practices in business life and rapid change, thus significant anxiety of employees in terms of job security in tourism sector occur (Karacaoğlu, 2015).

Investigation of this situation in the context of epidemic disease in the tourism industry does not attract enough attention from academics. However, Malik et al. (2014) stated that many businesses, including aircraft, airports, and hotels were affected by terrorism, and suggests a model that potential or real terrorist attacks create significant employment fear in employees and this fear also causes negative attitudes, such as absenteeism and leave in employees. The emergence of negative emotional responses such as fear, which contributes to the formation of business attitudes and behaviors of potential or actual exposure to terrorism, can be explained by psychological contact theory (Malik et al., 2014). A total of five hotels that work with 1073 people working in the business Karacaoğlu (2015) showing Turkey in Alanya activities by seasonality according to the based tourism industry, staff turnover rate is felt height and workforce with employees in the sector job insecurity caused general features such as the prevalence of mobility and in this case their it affects their intention to quit. In addition, job insecurity and intention to quit differ from different demographic characteristics [gender, age, marital status, education and income level, or position].

As mentioned earlier, the relationship between pandemics and job insecurity mostly examined through other sectors in the related literature. A very limited number of studies provide

information on pandemics and tourism workers together. In 2003, one of them is the study of Tufts (2009), examined the efforts against the SARS epidemic by a union in Toronto called UNITE-HERE Local 75, which protects the labor and represents a labor organization model. Although a center named Hospitality Employees Resource Center was established in order to provide peer support service, job search support, and vocational training to the tourism workers affected by the epidemic, they struggled to leave the sector during the epidemic period considering the experiences and lifestyles of many tourism workers.

Lee & Warner (2005a) stated that employees who need to sign a letter of approval each time in the days of unpaid leave change due to a change in employment conditions during the savings measures applied to the workforce to reduce the negative effects of especially epidemic disease [SARS] in the service sector, in a hotel in Hong Kong, are very understanding in this process and make sacrifices to continue working. In fact, a person interviewed in the same study explained that although the senior staff was on unpaid leave, he fulfilled his duty as usual during the epidemic disease period. Similarly, in three major cities (Beijing, Guangzhou & Shanghai) of China, despite the fact that permanent employees are instructed to use their annual leave and legal leave, or even quit working or accept deductions in their wages in order to reduce the negative effects of the epidemic disease (SARS) in the service sector, especially the hotels, the attitude of employees to share responsibility cause them to react very little to this situation (Lee & Warner, 2006).

On the other hand, the implementation of social distance measures due to the epidemic may have significant psychological consequences among employees. Stating that the level of stress among employees increased due to fear of infection after continuing to work, Wong et al. (2020) reveals that almost all employees are stressed at the workplace and are worried about being infected by Covid-19 at work, and so the infection may spread to their families. In fact, the employee is more concerned about being infected of his/her family members than him/herself. This concern may affect employees' intent to absentee or quit their jobs. Although some reports have been issued regarding the leaving job and job anxiety in Covid-19 disease, there are still shortcomings in the related literature and uncertainty regarding the pandemic. The number of studies linking leaving and future anxiety with previous pandemics is quite limited (Martin, 2011; Blake et al., 2010; Laszlo et al., 2010; Lee & Warner, 2005a, Lee & Warner, 2005b; Tufts, 2009). Therefore, the following hypothesis was developed:

Hypothesis1. There is a linear relationship between Covid's 19 pandemic anxiety and job

insecurity - In the study on pandemic influenza by Blake et al. (2010), it is underlined that 28% of the participants stated that they would lose their jobs if they stayed at home for 7-10 days. It is concluded that those who have less than \$ 30,000 income annually have the risk of losing their job 4 times more than those with \$75,000 income. It is stated that the risk of losing their jobs of people who live in an urban area in case of an epidemic is 70% more than those living in rural areas. With this in mind, the following hypothesis was developed:

Hypothesis2. Job insecurity and tendency to quit differ according to demographic characteristics - Henderson (2004), who examines the structure and regulations in the Vietnam

tourism industry during the SARS crisis, reports that hotels in Singapore freeze recruitment and overtime during SARS and that workers working in the lower position are laid off. The remaining employees were asked to use their unpaid leaves. In another study by Henderson & Linh (2007), it is stated that hotel employees used their paid leave, but managers were volunteer to use longer-term unpaid leave after SARS in Vietnam. In his doctoral dissertation, where he examines globalization and pandemics, O'Manique (1997) highlights the employment difficulties and rising employee turnover rate due to the epidemic diseases in Uganda in the early 1900s.

Laszlo et al. (2010) interviewed 23.245 participants from 16 European countries to examine the impact of health problems on job insecurity. One of the countries in which health problems and epidemics have the greatest impact on job insecurity, has been identified as Czechia. In Belgium and Sweden, it was concluded that epidemics and health problems do not affect the job insecurity. StratejiCo & ERA (2020) companies, which are operating in Turkey, conducted a study to determine the economic impact of COVID-19 outbreak. 56% of the participants who did not have any crisis plans stated that the workplace was not prepared to work remotely, while the same proportion stated that they could work from home. 38% of the respondents answered the question about anxiety on losing their job as very concerned, and 30% of them answered as a little bit concerned.

Martin (2011) aimed to determine the willingness of nurses to quit or work during the A/H1N1 outbreak. The questionnaire created within this context was filled by 735 nurses. According to the results of the research, it was concluded that 90% of the nurses do not have anxiety to quit. The participants stated that they can quit the job if they suffer from lack of personal protective equipment or vaccine. Nurses did not have any anxiety about losing their job due to this

epidemic. Therefore, the following hypothesis was developed: **Hypotesis3. The level of positive perception of pandemic has a relationship with commitment to work**

METHODOLOGY

Aim of the study - The main purpose of this study is to reveal the relationship between the perception, anxiety, attitudes and behaviors of hotel employees and fear of losing their jobs in the Covid-19 pandemic process. On the one hand, the perception, anxiety, attitudes, and behaviors of the hotel employees regarding COVID-19 are determined, and on the other hand, the connection of this pandemic with regard to the intention of leaving, professional concerns, and loyalty of the personnel will be tested. Furthermore, whether there are differences in terms of demographic characteristics of the participants and the quality of the hotels is among the sub-objectives of the research.

Instrument development - With perception and attitude scales that have been tested in different studies (Dowdney et al., 1995) for the purpose of collecting data, scales, which are used for the first time by Spielberger et al. (1970) as data collection tool for this study like in many studies (Savas & Tanriverdi, 2010; Cirakoglu, 2011) were considered. In particular, the scale used by Cirakoglu (2011) on students' awareness of H1N1, in which all scales were brought together, was taken into consideration. The statements in the first section, consisting of a total of 55 statements, are designed to determine the perception [16 expressions], anxiety [26 expressions], and attitudes and behaviors [16-expressions] of the hotel employees regarding Covid-19. The Job Security Index, developed by Probst (1998) to measure job insecurity under the global problems that arise with Covid-19 and scales consists of six expressions to measure intention to leave developed by Walsh et al. (1985) and Cammann et al. (1979) based on pandemic adapted to Covid-19 were used in this research. Statements in both groups were arranged according to the 7-point Likert scale [1: strongly disagree and 7: strongly agree]. In addition to the scale, there are limited and closed-ended statements regarding the demographic and workplace characteristics of the participants. Due to the fact that a significant part of the businesses are closed during the pandemic period or they have very limited activity, the questionnaire was designed over the internet and the participants were tried to be reached.

Data collection and analysis - The universe of the study consists of 5-star hotel businesses. Two of Turkey's major tourist destinations Istanbul and Antalya provinces, where hotel businesses are intense in number, were selected. Out of nearly 60 resorts and city hotels in total reached,

the managers of almost half of them supported this study by providing the survey link to its employees. Particularly, higher participation was achieved than Istanbul-based hotels in city hotel status. In order to increase the number of participations, the survey was shared through social media. A total of 652 questionnaires were returned between December 2020 and March 2021, and 19 questionnaires, which are inadequate or unreliable, were canceled and analyzes were carried out with 633 questionnaires using the SPSS statistical software.

RESULTS AND DISCUSSION

Descriptive statistics - Demographic characteristics of total 594 participants over 18 years old in the study are presented in Table 1. According to this, a significant part of the participants is male and more than half of them are single. In addition, 57% are over 31 years old and 79% have university degrees. As a reflection of the educational level, a significant part of the participants (71%) are in the status of manager or chief. About 55% of them earn more than \$ 600 per month and work extensively in food and beverage, front office, and other departments. Approximately 69% of the participants work in the city hotels [others in resort hotels], 52.4% in the international chain hotels [20.4% in national chain hotels, and 27.3% in independent hotels], and 84.2% of them work in year-round hotels open for 12 months. Others work in seasonal hotels.

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Table 1. Profiles of the respondents (N = 633)

sex	f	%	marital status	f	%
man	402	63,5	single	334	52,8
woman	231	36,5	married	299	47,2
age groups			level of education		
20 and less	5	,8	primary school	24	3,8
21-25	124	19,6	high school	117	18,5
26-30	139	22,0	associate degree	146	23,0
31-35	105	16,6	graduate degree	307	48,5
36 and up	260	41,0	postgraduate	39	6,2
monthly salary (\$)			department		
400 and less	65	10,3	F&B	187	29,5
401-500	80	12,6	Front Office	111	17,5
501-600	131	20,7	Housekeeping	62	9,8
601-700	131	20,7	Accounting	17	2,7
701-800	124	19,5	Sales and Marketing	129	20,4
801 and more	102	16,1	Others	127	20,1
position at work					
worker	183	28,9			
supervisor	239	37,8			
manager	211	33,3			

Factor analysis of hotel employees' perception, anxiety, attitude, and behavior regarding Covid-19 [55 expressions in total] - Factor analysis results for 55 expressions covering the information, perception, anxiety and attitudes of the participants regarding Covid-19 are presented in Table 2. Accordingly, reliability test results can be expressed as 'good' ($\alpha = .807$). Firstly, the factor analysis was performed, but in some expressions and considering the imbalance in variance loads, Varimax rotation is applied, and as a result, 55 items were gathered under 11 dimensions explaining approximately 68% of the total variance. They are named by considering their compatibility with the expressions under the dimensions. It should be underlined that the most shared statements focused on the dimensions of 'spread belief', 'physical avoidance' and 'staff precautions', while the statements with the lowest participation are under the dimensions of 'psychological avoidance', 'exaggeration' and 'fatalism'.

An important part of the hotel employees who participated in the research have university or postgraduate degrees, and work in chief or director status; thus, income levels are well above the overall average of Turkey. According to the results of the analysis, the participants have doubts that pandemic was created as a biological weapon, or as a great experiment, or created to obtain an economic interest. Barnett et al. (2005) and Karatepe et al. (2019) found similar results in their research. However, it is noteworthy that the participants are not related to the cause of pandemics with natural environments such as nature, nutritional habits, and hormone foods, but they have a moderate level of participation in environmental pollution.

Hotel employees also have low participation in the dimensions of fatalism and exaggeration of Covid-19 statements. However, there was a medium level participation in hopelessness. In addition, the rate of those who do not agree that the news in the media were exaggerated is quite high. According to Kaniki (2003), the media plays a vital role in disseminating information on epidemics [HIV/AIDS] and raising awareness of people. Furthermore, media-related images about SARS have been a worldwide concern (Zeng et al., 2005). With a similar approach, Page et al., (2006) emphasizes in his study that the news about the possible negative consequences of the epidemic escalates confusion and panic. The study also underlines that participants provide moderate participation in the fight against the pandemic across the world and in Turkey. In the study conducted by Bener & Al-Khal (2004), it is found that 66% of participants agree that the measures taken regarding the pandemic were sufficient. It is not surprising that the level of participation of hotel employees in this common opinion is moderate. Because related warnings such as the pandemic is a deadly disease and it is spreading rapidly, continue to be highlighted

by official institutions. Similar results have been noted in the studies on pandemics made in previous years (Luo & Tan, 2005; Avcikurt et al., 2011; Di Giuseppe et al., 2008; Cadeddu et al., 2011; Bener & Al-Khal, 2004).

Table 2. Factor analysis of hotel employees' perception, anxiety, attitudes, and behaviours regarding Covid-19 [55 expressions in total] [N = 633]

DIMENSIONS	Eigenvalues	% of variance
ANXIETY - SUSPICIONS (S) (6-item)	6,047	10,994
ATTITUDE AND BEHAVIOR - PHYSICAL AVOIDANCE (PHA) (9-item)	5,796	10,538
ATTITUDE AND BEHAVIOR - PSYCHOLOGICAL AVOIDANCE (PSA) (7-item)	5,579	10,143
ANXIETY - NATURAL RESOURCES (NR) (8-item)	4,189	7,616
PERCEPTION - PERSONAL PRECAUTIONS (PR) (5-item)	2,939	5,343
ANXIETY - STRUGGLE COMPETENCE (SC) (4-item)	2,861	5,202
ANXIETY - HOPELESSNESS (H) (3-item)	2,273	4,133
PERCEPTION - EXAGGERATION (E) (4-item)	2,163	3,933
PERCEPTION - SPREAD BELIEF (SB) (4-item)	2,002	3,639
ANXIETY - FATALISM (F) (2-item)	1,826	3,303
ANXIETY - PREVENTION (P) (3-item)	1,712	3,113
Total Variance		67,958
Bartlett's Test of Sphericity		,000
KMO		,802
Cronbach Alpha		,807

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Factor analysis of participants' job security and intention to quit - Table 3 shows the results of factor analysis regarding the intention to leave and job insecurity of hotel employees as a result of the impact of the pandemic process. Results for 12 expressions obtained from two separate scales were collected under three dimensions to explain 66.4% of the total variance ($\alpha = .656$). While the participants providing high participation to expressions respectively; "I am thinking of doing my job in the coming years despite the Covid-19" and "It is not known how my future will be due to such epidemics", provided low participation to "I often think of quitting my job" and "Apart from this job, I am actively looking for a job" expressions.

As a result of the analysis, the distribution between the mode, the median and the arithmetic mean and the distribution of the normality were examined. Additionally, Kurtosis, Skewness and Mahalonobis distances were calculated to assess the normality of the data. Kurtosis values were

between -1,388 and -,132 and Skewness measures were between -1.083 and, 184 which are acceptable values according to Tabachnick & Fidell (2013). After all tests, it is appropriate to use parametric tests. Significant differences were found in the results of the analysis of the difference, which are performed by considering the demographic characteristics of the participants and the qualities of the hotels they work in. According to the results of the independent t-test performed for marital status, and there were significant differences for 'future anxiety' [FA] and 'commitment to the job' [CJ]. It has been determined that married people have higher participation in the FA and CJ dimensions than singles, while women have higher participation in the FA dimension than male hotel employees ($p < 0.05$). It is not surprising that, it is found that married and female hotel employees have higher job anxiety for the future as a result of the analysis on COVID-19 epidemic disease and job insecurity.

However, in a different study, it was found that men have a higher level of job insecurity perception than women (Kinnunen et al., 1999). In another study, it was found that the perception of job insecurity of single people may be higher than the married people who both spouses work (Voon & Ma, 2014). According to the ANOVA test results, it was determined that there was a significant difference ($p = 0.01$) between the age groups in terms of CJ size, and according to the Tukey test results, this difference was between the 36 and over age groups and the 26-30 age groups. According to the results of the analysis, participants in the age group 36 and above have higher participation in the CJ dimension. Young hotel employees have a higher intention to quit than middle and upper age groups. This situation can be considered as the decision to continue the job by hotel employees who have reached a certain career level and age or are professionalized do not want to lose this advantage.

According to another approach, the possibility of job loss is considered as a more worrying situation, since the employees in the upper age groups have work experience and responsibility for raising children. Because it can be more difficult for middle-aged employees to find new jobs (Voon & Ma, 2014). In terms of education level, significant differences ($p < 0.01$) were found in factor groups (QJ, $p = ,000$) and (CJ, $p = ,008$). According to the Tukey test results, the most important differences were found between primary & high school graduates and university & postgraduate degree owners. Those with a university or postgraduate degree have higher participation in CJ dimension compared to other groups but low participation in QJ dimension. From this point, Hypothesis2 has been accepted.

Table 3. Factor analysis of participants' job security and intention to quit (N = 633)

DIMENSIONS	mean	Sdt	Factor loading	Eigenvalues	% of variance
QUIT THE JOB (QJ)					
As soon as I get a better job, I will quit	3,02	2,275	,854	4,281	30,069
I often think of quitting my job	2,76	2,176	,839		
Apart from this job, I am actively looking for a job	2,60	2,208	,792		
I do not think of a career in tourism due to epidemic diseases	3,08	2,248	,672		
I think I will be working at this workplace for no more than five years from now	3,82	2,271	,619		
FUTURE ANXIETY (FA)					
I am skeptical about my future due to COVID-19	4,80	2,132	,843	1,903	25,183
It is hard to know how my future will be affected by epidemics	5,23	1,969	,834		
I think I will lose my job because of COVID-19	4,00	2,169	,503		
COMMITMENT TO THE JOB (CJ)					
Despite the COVID-19 epidemic, I can predict my future in the business	3,68	2,171	,749	1,117	11,115
Despite the COVID-19 epidemic, I see my position at work quite solid	3,63	2,187	,709		
Despite epidemics, my future job is guaranteed	2,98	1,963	,684		
I am thinking of doing my job in the coming years despite the COVID-19	5,44	2,020	,553		
Total Variance					66,368
Bartlett's Test of Sphericity					,000
KMO					,802
Cronbach Alpha					,656

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Significant differences were found in three dimensions (QJ, $p=,001$; FA, $p=,019$; CJ, $p=,000$) in the analyzes made according to income groups. As a result of the Tukey test, the most important differences in QJ and FA dimensions in terms of income levels are between income groups \$ 700 & above and income groups below \$ 400. Employees in income groups of \$ 400 and below were found to have higher participation in QJ than other groups. Regarding CJ, there was a significant difference between income group of 601-700 dollars and income groups of 701 \$ and above. A similar situation has been determined in terms of FA. However, the opposite situation has arisen regarding CJ. It has been determined that hotel employees in income groups over \$ 701 have higher participation in the statements about staying in business and continuing their profession compared to other groups.

The fact that the tendency to quit the job of hotel employees with low-income is higher than the high-income groups can also be considered in proportion to the financial opportunity they will give up. However, Mohsin et al. (2015) examined the relationship between the intention to quit and its predecessors, and the surprising result has emerged that as the job security and income increase, the intention to quit was also increased. In addition, low level of education and skills can increase the perception of employees towards the threat of job loss (Sverke, 2004; De Bustillo & De Pedraza, 2010). According to the results of the ANOVA test conducted in terms of the departments in which the participants are working, significant differences ($p < 0,01$) were found in the subjects (QJ, $p = ,002$) and (CJ, $p = ,001$).

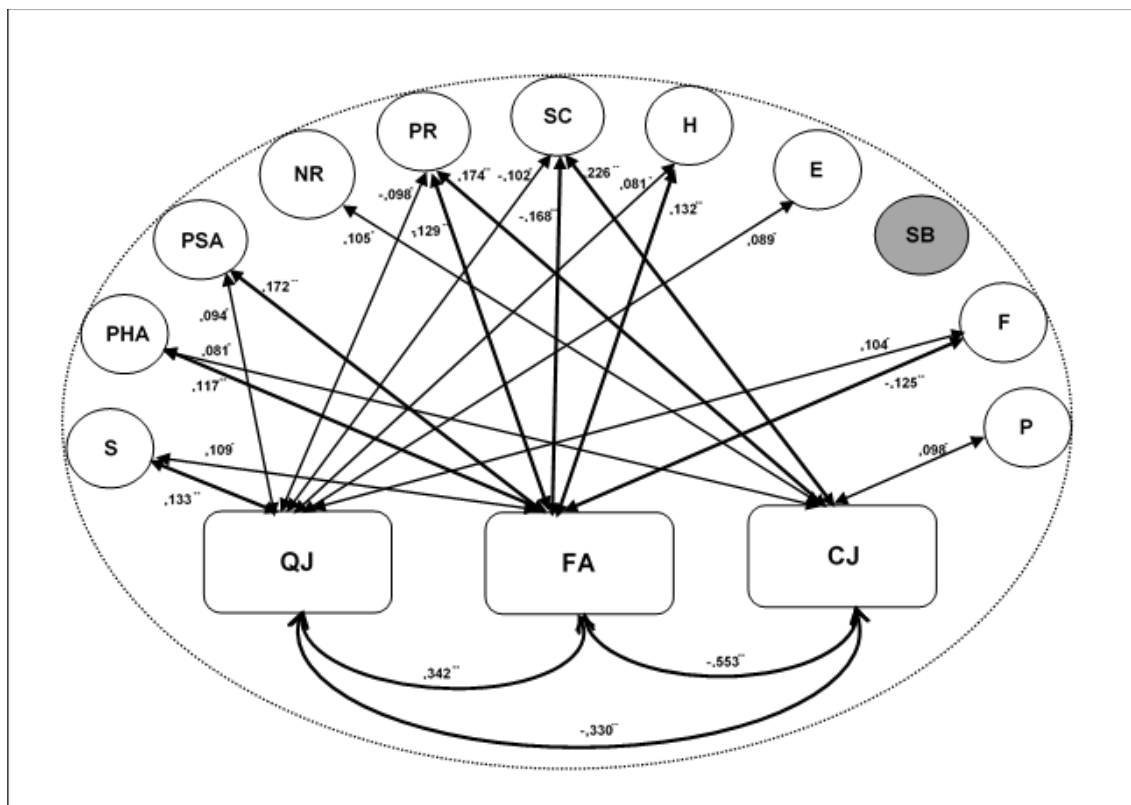
It has been determined that the most important differences between the departments related to the statements are between those working in the departments defined with the 'front office and the other' group and the 'housekeeping department'. While employees in the housekeeping department had lower participation for QJ than others, they were found to have higher participation in CJ than others. It is also noteworthy that housekeeping employees have a high level of participation in CJ. In studies conducted on different research topics (George & Hancer, 2008), it was seen that employees of this department have higher job satisfaction than others. No significant difference was found in the analyzes made in terms of the status of the participants.

In the analysis made regarding the characteristics of the hotels, a significant difference ($p = ,017$) was found between the national chain hotel employees and other groups in terms of QJ, and it was determined that the national chain hotel employees had higher participation compared to others. According to the t-test results made in terms of the location of the hotels, significant differences were found in the expressions of QJ ($p = ,012$) and FA ($p = ,044$). As a general approach, city hotel employees have a low level of participation in the QJ statement, while the opposite is valid for FA. According to the independent t-test results based on year-round hotel or seasonal hotel status, significant differences were found in all three groups (QJ, $p = ,045$; FA, $p = ,015$; CJ, $p = ,012$). As a general approach, seasonal hotel employees have a higher level of participation in terms of QJ and FA, while their level of participation in CJ is low. The participation levels of the participants are also remarkable in terms of the features of the hotels. In terms of COVID-19, seasonal hotel employees' quitting the job and future anxiety levels are quite high compared to city hotel employees. It is possible to say that anxiety levels have increased with COVID-19 in addition to the anxiety experienced by employees in seasonally operating hotels during off-

season periods. Finally, national chain management-based hotel employees have higher QJ than others. It is not surprising that there is a positive correlation (.342) between the intention to quit and future anxiety (0.01).

Correlation results regarding the perception, anxiety and attitudes and behaviors of the hotel employees related to Covid-19 and the QJ and future anxiety - In Figure 1, correlation values between job insecurity and future concerns with COVID-19 are presented. As a result of the analysis performed, there is a high correlation between 'Quit the Job' (QJ) and especially 'suspicions' (S) (0.01). This group also has a relationship between psychological avoiding (PSA), personal precautions (PR), struggle competence (SC), hopelessness (H), exaggeration (E) and fatalism (F) (0.05). As a result of the correlation analysis in terms of Future Anxiety (FA) dimension, a relationship was found between PHA, PSA, PR, SC, H, and F dimensions (0.01) and S dimension (0.05). Finally, there was a relationship between CJ and PR and SC with "0,01" and PHA, NR, and P dimensions with "0,05" level.

Figure 1. Correlations between job insecurity and impacts of Covid-19



Correlations between QJ, FA and CJ dimensions were found quite high. According to the results of the analysis, there was a positive correlation between QJ and FA ($r=.342$), while a negative

correlation ($r=-,330$) was found between QJ and CJ. On the other hand, there was a high and negative correlation ($r=-,553$) detected between FA and CJ (0.01 level (2-tailed)). The high positive correlation between QJ and FA is not surprising. The same is also true for the high negative correlation between FA and CJ. In previous studies (Zopiatis et al., 2014: 137; Yang et al., 2012: 839; AlBattat & Som, 2013: 67; Chalim, 2018: 211; Cheng & Chan, 2008; Staufenbiel & König, 2010: 111) it is underlined that the anxiety is directly proportional to the intention to quit. In addition, the positive relationship between job insecurity and intention to quit has been found in many studies (Akgunduz & Eryilmaz, 2018; Choi & Jang, 2018; Qazi et al., 2015; Zeytinoglu et al., 2012). It is also noteworthy that the correlation between CJ and QJ is negative and high.

From a general perspective, the rate of those who state that the hotel employees participating in the research will have a medium level of anxiety about the future, but the rate of those who state that they will continue with the same profession is quite high. A similar result obtained in Martin's (2011) research with nurses on the H1N1 pandemic. In the research, it was determined that 90% of the participants did not have any intention to quit. Blake et al. (2010) found that the rate of those who are afraid of losing their job was low (28%) in their research on pandemic and job insecurity in the USA. In the report of StratejiCo & ERA (2020) on COVID-19, the rate of those who have a high level of fear of losing their job was determined as 38%. On the other hand, the results of some studies related to similar pandemics differ (Caroli & Godard, 2016; Lee & Warner, 2005a; Lee & Warner, 2005b).

CONCLUSION AND IMPLICATIONS

Covid-19 continues to show drastic effects in the tourism industry as in all sectors. In this process, many tourism workers struggle with many negative problems such as unpaid leave, leaving work, and changing jobs. One of the most important results of the research is that hotel employees have a high level of Covid-19 awareness and consequently have a high level of participation in the statements about taking precautions against the disease. Although the hotel employees do not feel any psychological discomfort from the pandemic, they have been found to have some doubts. Although participants do not agree with fatalism, there is a moderate level of involvement in despair statements. This situation may be attributed to Covid -19's continuing its effect all over the world and some of the questions sought to be answered are not answered or answers are insufficient. In addition, hotel employees see Covid -19 as a fatal disease, but its level of participation in its curability was high. The figures announced by the media and official

institutions also have an impact on this level of participation. Despite the pandemic, hotel employees have a high level of participation in continuing in this industry. But, their concerns about future pandemics are also continuing. This situation is in parallel with the participation level of employees to “can change jobs in the long term” statement.

Theoretical implications - (1) a first study on the relationship between Covid-19 and job insecurity in tourism industry, an important yet overlooked research topic; (2) it offers a theory of tourism problems: presents the relationship between empirically determined and justified pandemic perception and awareness, and job insecurity and intention to quit; (3) pandemic awareness reduces intention to leave work; (4) It reveals that the concerns of tourism workers about their future careers may arise not only from internal factors [wages, working conditions, etc.] but also from changes in the external environment [especially epidemics]; and, (5) the struggle to reduce future anxiety of employees is not only limited to employees, but also includes measures to be taken by the public authority and other relevant organizations.

Practical implications - (1) The need for tourism researchers to realize that pandemic is effective not only in health but also in profession when researching the problem; and (2) public authorities and hospitality organizations need to act together during the pandemic period, to work more broadly on employees' concerns, to establish new policies, and to make new decisions to ensure the physical and mental health of the employee. To prevent unemployment of employees during the pandemic period, it is important to offer pandemic trainings that will empower them and / or reduce their job anxiety by providing temporary employment in different fields.

Limitations and Recommendations - The effects of the Covid-19 pandemic continue throughout the world at the time of this study. Therefore, many hotel businesses operate with limited capacity or are closed. In this case, since it is almost impossible to reach hotels or hotel employees, only a certain number of participants could be reached through the internet. In addition, the anxiety and fear created by Covid-19 in hotel employees, as in many people, has caused some employees not to be willing to fill in the questionnaire and therefore the sample number remains around 600. Another limitation of this research is that the pandemic process is continuing. In this process, it is undoubtedly difficult for people to express clear ideas or to make decisive decisions for the future.

In future studies, it is important to make new conclusions especially in terms of quitting work and anxiety after the pandemic. In addition, studies to be compared can be produced by determining the opinions of hotel employees in different countries (especially Spain, Italy,

France, and the USA, which are most affected by Covid-19) on similar issues. Finally, this research with hotel employees can be applied to employees in other branches of the industry, and new data can be obtained.

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