

## THE IMPACT OF SOCIAL NORMS ON EMPLOYEE LOYALTY IN THE TOURISM AND HOSPITALITY INDUSTRY

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### **Abstract**

Social norms are one of the best ways to make employees loyal, as well as motivated, and thus to boost the company's productivity. This may seem like an easy task but the truth is that it requires consistency across all the interactions with the employees. The goal of the current study is to determine how social norms affect employee loyalty in the tourism and hospitality businesses. To obtain quantitative data for the study, questionnaires were delivered to staff in Cairo's class (A) travel agencies and five-star hotels. To validate the hypotheses and interpret the acquired data, statistical analysis is utilized. The findings showed that employee happiness had a significant impact on employee loyalty, employee trust enhanced employee loyalty significantly and employee satisfaction rises as a result of leadership support.

**Keywords:** *Social norm, Market norm, and Employee loyalty.*

### **Research problem**

The pandemic of covid-19 has possessed a major influence on travel agencies and hotels, which has been impacted especially hard. Organizations are being forced to reduce employee wages, part-time work positions, and cut off employees temporarily as a consequence of the pandemic. As a result, many employees have quit finding a different job, affecting the tourism and hospitality businesses to lose creative employees. Employees are internal consumers who are affected by the organization's internal conditions. As a result, they are willing to be loyal to their organization. The goal of this research is to find out how social norms affect employee loyalty.

### **The research's purpose and goals**

The purpose of this research is to determine how social norms affect employee loyalty in the tourism and hospitality business. To reach this overall aim the study attempts to:

- Determine the importance of leadership support in encouraging employee satisfaction and trust.
- To investigate the role of using social norms methods on employee loyalty.

### **The research hypotheses**

H.1: Employee loyalty and leader support have a significant relationship.

H. 2: Employee satisfaction and loyalty have a significant relationship.

H. 3: Social norms and employee loyalty have a significant relationship.

## **1. Introduction**

The phrase "social norm" refers to a group's or an individual's view on specific behaviors such as customs, values, and traditions. These communicate a person's view of what others believe is the correct course of action in a given situation and hence influence how members of society behave. Requests made in a friendly manner, such as supporting a friend, fall into this category. Such acts have no immediate repercussions and are motivated by a desire to serve others in society (Paluck and Ball 2010). Actions that suggest equivalent advantages and quick payments are referred to as market norms. These standards determine what one is willing to undertake in exchange for a given sum of money. Prices, interests, salaries, costs, contracts, and benefits are some of the terminology used in market norms (Ensminger, and Henrich, 2014). The emotions, behaviors, and attitudes of groups of people are all influenced by social and market norms.

Individual or group representations of specific behaviors, such as customs, values, and traditions, are referred to as social norms. Market norms, on the other hand, refer to acts that have similar outcomes, such as timely payments. (Paluck and Ball 2010).

While social norms try to serve close friends and others in society without expecting anything in return, market norms aim to exchange commodities for an equal quantity of money. Friendship and family activities are part of social norms. Market norms, on the other hand, are concerned with the conduct of business. Money does not play a role in social norms, but it does in market norms (Ensminger, and Henrich, 2014).

Social norms are one of the most effective methods to keep employees loyal and engaged, and hence increase productivity. This may appear to be a simple chore, but the truth is that it necessitates consistency in all interactions with employees. If your team

works long hours to fulfill a critical deadline, frequently at the expense of their schedules, they should expect something similar in return. If I may put it this way, it's two-way communication. Employees must feel respected and heard, as well as a part of the company's success. Most importantly, they must feel valued and confident that the organization would assist them in the event of a crisis. This is, after all, what "family" is for (Ensminger and Henrich, 2014).

Organizations have begun to foster social interaction by providing comprehensive medical coverage or, in the event of a public company, stock options. This is no longer sufficient, so we must think more creatively (Christakis, Nicholas, and James, 2010). There are numerous additional ways for a firm to connect socially with its employees, the majority of which are free or at least less expensive than monetary bonuses. No one will work hard for a handshake. When money isn't an issue, though, it's astonishing what individuals are prepared to give up in exchange for recognition, respect, and a sense of belonging to something bigger than themselves (Burke, Mar,y and Young, 2010).

## **٢. Literature review**

### **2.1 Leader support**

The traditional idea is a mental model in which a leader's actions are linked to employee views and support. According to common wisdom, Positive leadership behavior can be used to provide services, plan, and set goals. Subordinates can benefit from a leader's assistance in the areas of skill development, project management, and increased intrinsic drive. Leadership support has been critical in increasing organizational performance during the last few decades (Agina, 2017; Gonz sales, 2018). Maintaining the organization, such as properly managing resources, describing the variables that influence expectations and work standards, collecting data, and resolving difficulties, are all examples of leadership assistance. Through an interpersonal interaction strategy, with the help of their leaders, employees should be able to trust and be loyal to one another. Leaders who act ethically in front of their staff may encourage them to engage in constructive social interactions (Wang et al., 201; Agina and Abuelnasr, 2021).

### **2.2 Employee trust**

Trust, according to Zeffane and Melhem (2017), is a psychological condition that is subject to the acts of others and is founded on the expectation of positive conduct and the intentions of others. Trust is a notion linked to each person's imputation of their behavior's goals and reasons. Employee trust is referred to a level of trust that allows employees to open up to others based on honesty, connection, and competency. Employees in their firm, according to Sharkie (2009), use trust as a co-collaborative

approach. When it comes to improving employee collaboration's efficiency and quality, trust is essential. The perception of success and favorable results in a company helps to build trust in management. The supervisor's impression of trust is identical to his or her own. Integrity, responsibility, honesty, openness, predictability, and consistency are all attributes that have an impact on a supervisor's performance (Xiong et al., 2016).

### **2.3 Employees' Satisfaction**

Employee job satisfaction is described as "a pleasurable approach that results from the organization's management conducting employee performance appraisals and allowing employees to express their opinions about general emotion, behaviors, and forms of thinking about their job scope and workplace condition" by Avci, Guliyev, Safaeimanesh, and Ozturen (2019). Loyalty, according to Al-Aameri (2000), is a psychological state that is formed through positive employee interactions and influences the decision to stay loyal to organizations. Job satisfaction, according to Chen (2006), is an employee's reaction to the job. They have been assigned as well as their attitude toward completing it. According to Wu and Norman (2006) and Agina (2020), there is a strong link between employee loyalty, job happiness, and employee's performance. Low job satisfaction prompts employees to change professions and positions to obtain far greater job pleasure. Employees who are content with their work are more loyal to their employers and have greater organizational loyalty than those who are dissatisfied (Kim, Leong and Lee, 2005). As a result, we want to demonstrate that happy employees are more loyal to their employers.

### **2.4 Employees' loyalty**

Employees and their bosses demonstrate loyalty in a situation involving professional ties and hierarchy. Employee loyalty is described as a desire and dedication to stay with an organization and contribute to its long-term success. Because of their choice engagement and participation, employees are regarded to be inseparable from the organization. As a result, because employee behavior is tied to loyalty, it is more action-oriented (Ineson, Benke, and aszl, 2013).

This relates to how dedicated employees are to their jobs and how responsible they are for them. Employee involvement and relationships also play a role in motivating employees to be more loyal to the organization. As a result, boosting employee loyalty is the first step in boosting organizational capabilities. Employee loyalty has long been seen as one of the most important factors in improving company performance (Lee, Swanson, Lim, Park & Lee, 2016). It demonstrates that employees place a higher value on the company's interests than on their own. Employee loyalty can be demonstrated by promoting the positive aspects of the organization, defending the organization against

criticism, and refraining from criticizing the organization (Niehoff, Moorman, Blakely & Fuller, 2001). Employee loyalty can also be demonstrated by employees who go above and above in accomplishing their jobs and following their superior's instructions (Costen & Salazar, 2011). Employee loyalty, without a doubt, provides a major benefit in terms of lower training expenses (Ineson & Berechet, 2011). It is critical to recognize that employee loyalty to the firm may be influenced by factors other than monetary rewards. Hinkin and Tracey (2000) identified managerial staff as having a role in retaining employees, emphasizing the necessity of retention beyond monetary compensation. Following societal issues, the relevance of financial rewards in influencing employee loyalty became secondary. Furthermore, concurs with the findings, stating that non-monetary factors have an equal role in employee loyalty. Employee loyalty is influenced more by non-monetary variables than by monetary advantages (Ineson, Benke, and László, 2013). According to Hung and Cheng's (2009) study, as a result of work motivation in hotels, professional development, and job stability scored first, followed by financial perks. As a result, it emphasizes the importance of career growth and job security in retaining personnel in the hotel business.

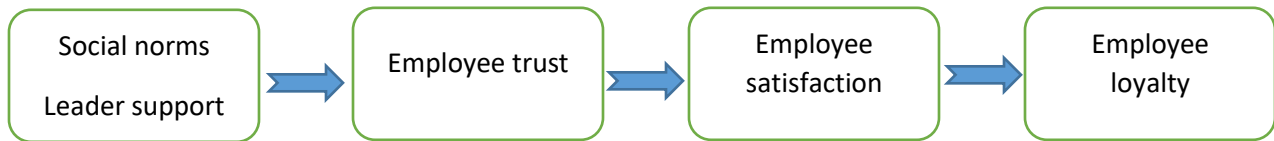


Figure 1. Process of the research model  
Source: Author's Own

### 3. Methodology

#### 3.1 Sample

The research framework and the above-mentioned hypotheses were put to the test in an empirical investigation. The study's target respondents are all employees or leasers in Cairo's travel agencies class (A) and five-star hotels. The goal of the survey was to determine the impact of social norms on employee loyalty. To send and share our questionnaire, we employed an online survey service provider as well as the most prominent social networking websites "Facebook and Twitter." To get additional responses, the sample was spread using social media channels and a Google form was used. A total of 317 forms were received, a response representation rate of 90.57 percent out of a total of 350 in the study sample. A total of 317 were found to be usable.

#### 3.2 Measures

The content validity of the measurement must be ensured by selecting measurement items that represent the idea about which generalizations will be made. We utilized a 5-point

Likert scale, which means there are 5 points ranging from 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement. The survey questions were changed to reflect the booking.com website environment. Based on our study's theoretical framework, we propose measurements for each element. Leader support, employee satisfaction, trust, and loyalty are among them this range similar to previous studies from Sintaasih et al. (2019).

### 3.3. Reliability and Validity test

The items selected for each variable were subjected to a reliability study to confirm their internal validity and consistency. Cronbach's Alpha reliability values were all over 1, as indicated in the next table. (0.8-0.9). As a result, the questionnaire is a trustworthy measurement tool.

**Table (1) The reliability and quality of survey variables**

The Statement	Cronbach's alpha
Leader support	0.915
Employee satisfaction	0.928
Employee trust	0.893
Employee loyalty	0.977

**Table (2) Characteristics of the Population**

N.	Characteristics of the Population		Frequency	% (n=317)
1	Gender	Male	147	51.4
		Female	170	48.6
2	Age	21-35 year	120	37.9
		35-45 year	103	32.5
		more than 45 year	94	29.6
3	Educational level	Senior high school	6	1.9
		College school	133	42.0
		Bachelor's degree	130	41.0
		Masters degree and beyond	48	15.1
4	Occupation	Government Dept.	25	7.9
		Manager of the corporation	58	18.3
		The normal staff of the corporation	79	24.9

		Owner	27	8.5
		Free work	122	38.5
		Student	6	1.9
5	Income (per month)	Less than 3000 EGP.	104	32.8
		3000-5000 EGP.	108	34.1
		5001-8000 EGP.	104	32.8
		8001-10000 EGP.	1	0.3

The demographic features of respondents are presented in the previous table. Female respondents made up 48.6% of the sample, while male respondents made up 51.4 percent. The respondents' ages varied from 21 to 35 years old (37.9%), 35 to 45 years old (32.5%), and over 45 years old (4.5%). (29.6 percent). In terms of education, the majority of respondents have a college diploma (42.0 percent) or a bachelor's degree (41.0 percent), and the majority of them work as a freelancer (38.5 percent) or a regular employees of a firm (41.0 percent) (24.9 percent). People with an income of less than 3000 EGP account for 32.8 percent of respondents, while those with an income of 3000 to 5000 EGP account for 34.1 percent.

**Table (3) Descriptive statistics of the study variables**

Variables	Mean	Remark
<b>Support from the leader</b>	4.21	V. high
Providing independence	4.03	High
Participation opportunity	4.15	V. high
Prospects for advancement	4.35	V. high
Employee opinions should be respected.	4.36	V. high
Assist employees	4.28	V. high
Provide employees with information and assistance.	4.48	V. high
Support from the leader	4.06	High
<b>Employee satisfaction</b>	4.25	High
Feel qualified for the position	4.24	V. high
The business is as predicted.	4.05	High
Have a sense of fulfillment from your work at the company	4.21	V. high
The business offers a unique opportunity.	4.54	V. high

The business is superior to others.	3.84	High
The business provides everything.	4.13	High
I'm impressed by the company.	4.20	High
<b>Employee trust</b>	4.52	V.high
Give your best effort.	4.61	V.high
Allow for time.	4.40	V.high
Stick to the guidelines.	4.51	V.high
Work with honesty.	4.48	V.high
Count on the firm.	4.02	High
Work in a responsible manner	4.65	V.high
<b>Employee loyalty</b>	4.30	V.high
Highlight the positive features.	4.40	V.high
Defending the working environment	4.18	V.high
Never once did I object.	3.77	High
Represent the company and promote it	4.48	V. high
Become a part of the organization	4.56	V. high
Dedicated to the business	4.59	V. high
The company is a top priority for me.	4.21	V. high
Highlight the positive features.	4.22	V. high

The descriptive statistics for the study variables are represented in table 3 by mean and standard deviation. Employee trust had the highest mean (4.52) with a standard deviation of (1.037), and Support from the leader had the lowest mean (4.21) with a standard deviation of (1.037), as stated in the previous table (.961).

#### Table (4) Results and Discussion

Values of AVEs and correlations between factors

Variable	Ave	Ls	Es	Et	El
Leader support (LS)	0.770	0.873			
Employee satisfaction (ES)	0.664	0.663	0.811		
Employee trust (ET)	0.667	0.602	0.680	0.813	
Employee Loyalty (EL)	0.502	0.502	0.746	0.757	0.712



The outer loading value for all statement items is more than 0.6 (outer loading > 0.60). According to table 4. We can deduce that all statement items satisfy the convergent validity criterion, hence they are all valid. Discriminant validity analysis, which is produced by comparing the correlation value between variables to the average extracted root, completes the validity test (AVE). The AVE score also indicates that the variables in current research are convergent (cutoff > 0.50).

**Table (5) Direct effect path coefficient**

Interactions between variables	Path coefficients	P-value	SE	information
Leader support → Employee satisfaction	0.402	<0.001	0.062	confirmed
Leader support → Employee trust	0.602	<0.001	0.063	confirmed
Leader support → Employee loyalty	0.081	<0.001	0.063	confirmed
Employee satisfaction → Employee loyalty	0.462	<0.001	0.065	confirmed
Employee trust → Employee satisfaction	0.437	<0.001	0.065	confirmed
Employee trust → Employee loyalty	0.489	<0.001	0.062	confirmed

The use of path coefficients of 0.602 and a p-value of 0.001, has a substantial effect on employee trust (supported). However, with a path coefficients value of 0.081 and a p-value of 0.001, testing results imply that leader support has a considerable impact on employee loyalty (supported). According to other studies, employee happiness had a significant impact on employee loyalty, with a path coefficient of 0.462 and a p-value of 0.001. (supported). According to the conclusions of the study, employee trust boosts employee happiness significantly. These results have a value of 0.437 and a p-value of 0.001 according to the path coefficients (supported). Employee trust enhanced employee loyalty significantly, according to statistical studies, with path coefficients of 0.489 and 0.001. (supported) according to the data, employee satisfaction rises as a result of leadership support.

Employee satisfaction is a significant component in affecting employee behaviour. Ebehaviorommitment, for example, is heavily influenced by organizational behavior (Chandra et al., 2019; Lok and Crawford 1999; Rustiarini et al., 2021). Employee

satisfaction refers to the emotional condition that occurs as a result of a worker's performance evaluations. This situation will determine whether or not to change occupations, as well as whether or not to reduce the desire to do so (Liu et al., 2020). A variety of factors, including leadership support, influence employee satisfaction. To attain the intended goals, a skilled leader continually guides the organization and its followers. Subordinates will be motivated to do a good job with their bosses' assistance, resulting in increased employee satisfaction. Employees are more satisfied with their job performance when they have outstanding support, such as a pleasant work environment, high morale, and enough resources to execute the assigned activities, according to previous studies. Employee job satisfaction is greatly influenced by leaders and subordinates exchanging ideas (Esitti and Kasap, 2020).

Employee satisfaction has been observed to enhance both directly and indirectly as a result of leadership. Furthermore, transformational leadership is regarded as a viable means of enhancing workplace job satisfaction. Previous research has corroborated these findings. It also demonstrates how the support leader has a big impact on employee trust. The psychological condition of trust is defined as being vulnerable to the acts of others based on the anticipation of positive behavior and the intentions of others. The concept of trust is tied to a person's appraisal of their actions' intentions and reasons. In addition, long-term relationships require trust (Liu et al., 2020).

Employees' faith in management, supervisors, and coworkers demonstrates their trustworthiness. The supervisor's perspective of trust is the same as the supervisor's perception of trust. Supervisor qualities that have an impact include integrity, responsibility, honesty, transparency, predictability, and consistency. The consistency with which supervisors exercise control, whether via words or deeds, is linked to an employee's trust. Leaders create a virtual environment in which their subordinates are treated fairly and respectfully. Furthermore, subordinates are more likely to trust leaders who are dependable and keep their promises (Kiarie et al., 2017).

Leadership support, according to prior studies, enhances subordinates' confidence and capacity to execute assigned tasks. Leaders' support can be seen in the development programs, rules, and processes that apply to travel agencies and hotels in the hospitality business. Employees are more likely to be satisfied and have faith in the organization as a result of this. The findings back up those of previous research. Employee loyalty is greatly influenced by leadership support. Employee loyalty, according to Wang, Lu, and Liu (2017), is linked to behavior that promotes organizational goals.

According to Asmussen and Ramey (2018), a leader's support is the most essential aspect in developing staff loyalty. The findings, on the other hand, show that having a supportive supervisor can increase employee loyalty. Employee satisfaction has been shown to have a significant influence on employee loyalty. Employee loyalty is defined as a desire and commitment to stay with a firm and help it thrive over time. It is described as an employee's willing participation and engagement in the organization, with the belief that he is an inseparable part of it. Loyalty is more action-oriented because it is tied to employee behavior. Employee satisfaction is a deciding element in employee loyalty. Employees who have fewer complaints are more effective at work, according to various empirical findings. They are more likely to have their supervisor and employer renew their employment contract, and they are less likely to leave the organization (Farrukh et al., 2019). As a result, job satisfaction is an important factor in attracting individuals (Kiarie et al., 2017). This refers to how committed employees are to their work and how accountable they are for it. Employee involvement and relationships also play a role in motivating employees to be more loyal to the organization. As a result, employee satisfaction will increase, as will employee loyalty. The findings back up previous findings. According to statistical research, employee trust boosts employee satisfaction significantly.

Employee satisfaction is defined as an emotional state that is related to employee feelings about work. Employee satisfaction is influenced by work, compensation, and employers. Employee satisfaction, on the other hand, is mostly determined by employees' trust in the organization's leadership. Employee happiness is thought to be influenced by management's capacity to properly manage human resources (Zeffane, and Melhem, 2017).

According to Braun et al. (2013) employees' evaluations of job satisfaction are boosted by their trust in leaders and organizations. Before being active in a job engagement, employee cognition will develop a perception of the organization. Employee happiness rises when employees believe their employer compensates for and supports their psychological needs (Yao et al., 2019). As a result, improving employee satisfaction necessitates a high level of employee trust (Ababneh, 2020). The study's findings show that employee happiness is influenced by. According to the findings of the study, employee trust boosted employee loyalty significantly. Employee loyalty is influenced by employee satisfaction as well as employee trust. Employee trust has a positive impact on increasing employee loyalty to the company, comparable to how trust affects satisfaction (Meli an-Alzola and Martin-Santana, 2020).

Employee trust encourages employees to be loyal to the organization by promoting individual moral values. Employee trust is the foundation of a long-term relationship

between a firm and its workers. Employees' trust in the leadership and organization develops positive affection, which encourages them to stay in their current jobs. According to a study, brand trust increases brand loyalty. The findings imply that client loyalty may be boosted by the trust. This phenomenon also highlights the significance of incorporating employees as consumers in the development of internal marketing concepts. As a result, employee loyalty may improve as a result of enhanced trust. According to the findings, which follow up previous empirical study, employee loyalty is influenced by an employee trust. Employee satisfaction acts as a buffer between the encouragement of a leader and the dedication of an employee. Employee satisfaction works as a mediating variable (complete mediation) of the link between leader support and employee loyalty, according to the linear regression Test's mediation test. Employee pleasure, according to this study, is a key component in fostering employee loyalty. Employee happiness is closely linked to their sense of duty for their company. Employee loyalty and pride in being a part of the company are also shown by loyalty (Avey et al., 2012). In the connection between employees and their employers, employee satisfaction is a two-way street (Erawan, 2020). When a leader encourages his or her employees, they become more committed and emotionally connected. In the hotel industry, manager behavior has a huge impact on staff loyalty through leadership engagement. Leaders that focus on and serve their employees' needs inspire employee loyalty, which is mediated through employee satisfaction. As a result, employee satisfaction acts as a bridge between leadership support and staff loyalty. Employees who believe in their leadership values and respect them are more likely to trust them. These data imply that leadership support has a direct impact on employee loyalty. Employee trust, on the other hand, was proven in this study to increase leader support via social norms for employee loyalty.

### **Conclusion and Recommendations**

Increasing innovation and sustainability are two strategies that firms can employ to combat the slowness brought on by the Covid-19 pandemic, developing a sustainability plan, and boosting the role of leadership. As a result of this endeavor, employee trust and job satisfaction increased, and they became more innovative and high-performing. A leader is accountable for maintaining a stable organizational atmosphere that encourages creative thinking (Cheung and Wong, 2011). Arsawan and colleagues (Arsawan et-al., 2020). As a result of this support, employee satisfaction is expected to rise, as well as greater enthusiasm at work. Furthermore, a leader's support can assist employees to maintain their faith in the company while also increasing their satisfaction and loyalty (Sharkie, 2009).

As a result, by sustaining the internal environment, culture, and climate, leadership support can assist firms in enhancing performance. From a theoretical standpoint, there are significant implications. The goal of this study is to investigate and explain the impact of social norms on employee satisfaction, trust, and loyalty through leadership support. There have been a few additions to the literature. First, leadership support does not affect employee loyalty. It has an effect only when employee enjoyment and trust are mediated by leader support. On the other hand, employee satisfaction and trust can directly boost employee loyalty. This fact provides a theoretical prism through which an alternative social exchange theory can be viewed (Blau, 1964). Employees have ideas about the company, according to these findings. According to the data, management support determines employee loyalty. Employee satisfaction and trust are found to attenuate the impacts of leadership support on employee loyalty in the study of the indirect effects. In the relationship between leader support and employee loyalty, employee satisfaction works as a moderating factor. These findings show that leaders must ensure that people are satisfied with the job. Third, employee trust is a perfect mediator between leader support and employee loyalty. This highlights the importance of leaders in instilling trust in the organization's long-term viability among employees. Employee loyalty is based on employee trust. Implications for managers the findings of this study have four management implications. First, in times of uncertainty and crisis, leaders are critical in managing change and guiding the organization back to health. As a result, leaders must be well-versed in crisis management, especially in human resource management. The long-running Covid-19 outbreak undermined employee loyalty.

The tourism and hospitality industry may lose potential employees as a result of this predicament. For employees to adjust to pandemic conditions, leaders must give them assistance, advice, and clear communication. With leadership aid, employees' organizational commitment, such as emotional feelings, identification, and respect for the organization as a part of their lives, can be increased. Second, the findings back up the theory that employee loyalty is linked to staff turnover. Employees feel that leadership support has an impact on employee loyalty as a result of this. Before pandemic scenarios, this situation has a considerable impact on the hotel industry's performance. When faced with an unusual situation, such as the Covid-19 epidemic. By ensuring that employees have leadership support, this criterion tries to improve employee loyalty. Organizational leaders will be better at managing human resources as a result of this research, such as retaining employee loyalty. Third, as a result of the epidemic, employees of travel businesses and hotel personnel have been forced to look for work outside of the industry. As a result, inter-personal approaches must be used to communicate the support of leaders that have been provided through policies to enhance employee loyalty.

Furthermore, an effective human resource management policy can aid in reducing staff turnover, which is an issue in the tourism and hospitality sector.

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