
THE IMPACT OF PSYCHOLOGICAL CONTRACT BREACH AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE AND PRODUCTIVITY OF EMPLOYEES IN LUXOR AND ASWAN HOTELS FROM THE MANAGERS' OPINION

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ABSTRACT

Psychological contracts are important because they establish the expectations, rights, and obligations of both employees and employers. By clearly defining the roles and responsibilities of both parties, psychological contracts help to create a more positive and productive work environment. In addition, psychological contracts can help to prevent misunderstandings and conflict by providing a clear framework for communication and interaction. This research presented psychological contract and organizational commitment as the main variable effect on performance and productivity of employees in Luxor and Aswan hotels from the managers' point of view as the dependent variable. The primary data was collected using the survey supported by the help of a standardized questionnaire from 176 managers who work in Luxor and Aswan hotels. The collected data was analyzed using SPSS software (23). A five-point Likert scale was used to test the attitude of the participators toward research variables. The main result of the research was that there was a significant influence of presented psychological contract and organizational commitment as the main variable effect on performance and productivity on performance and productivity of employees working in Luxor and Aswan hotels. The research recommended that the need for hotel establishments in Luxor and Aswan abide by the psychological contracts they provide to employees in order to keep employee loyalty and enhance productivity.

KEYWORDS: psychological contract, organizational commitment, performance, productivity, Luxor and Aswan hotels.

INTRODUCTION

Business organizations in their work environment, aspire to create a high level of performance and low levels of absenteeism and turnover. Herrera & De Las Heras-Rosas, 2021, viewed that organizational commitment is considered a key factor help achieving this objective, however, it can be conditioned by several factors, among which is the psychological contract. The literature has related the organizational commitment with the fulfillment of the psychological contract framing it as one of the explanatory variables. Schmidt, 2016, explained that the formation of organizational commitment is related to the inputs that the worker receives from the organization and is basically linked to the results of the relationship between both parties, as well as to the emotional bond between the goals and values of the organization and the employee. De Ruitter et al., 2017, defined psychological contract as the set of individual beliefs of a person in relation to the reciprocal obligations and benefits established in a relationship of exchange. The result of the exchange conditions the behavior of both the organization and the employees.

This study aims to Study the effect of the psychological contract and organizational commitment on the performance and productivity of workers working in Luxor and Aswan and to show the impact of Employees' Psychological Contract on Employees' Performance & Production and to explore the influence of Employees' Organized Commitment on Employees' Performance & Production.

The employees in hotels are the main strength of those hotels. The employees practice various works that serve clients and help them to obtain the highest level of satisfaction, which helps increasing productivity and providing the hotel with the best performance. Therefore, the importance of this study lies in identifying the impact of the psychological contract and organizational commitment on the Performance and productivity of workers in Luxor and Aswan hotels from the employees' point of view.

THE CONCEPT OF PSYCHOLOGICAL CONTRACT

Yan and Mansor 2019 defined "psychological contract" as a series of unwritten expectations between employees and organizations and pointed out that "psychological contract" was an implicit contract between organizations and employees, which indicated what one side expects the other side to give and what it will get in the relationship. In the concept development stage, there appear two views of the concept of psychological contract in the academic field, namely narrow sense and broad sense, and put forward the narrow concept of psychological

contract, that is, narrow sense of psychological contract mainly refers to employees' cognition of the responsibilities of both sides.

PSYCHOLOGICAL CONTRACT BREACH

Findings by Magano and Thomas, 2017, indicated that organizational change increases the possibility of contract breach. In general, employee perceptions regarding organizational obligations change during a restructuring. Akhtar et al., 2017, proved that Breach has been shown to negatively influence many employee work outcomes, such as civic virtue behavior, turnover intention and actual turnover.

For this reason, De Ruiter et al., 2017, saw that breach is deemed an unwanted result of change – and should therefore be avoided when possible. As shown in a study by Erkutlu and Chafra ,2016, Contract breach has been found to predict a change in contributions towards the organization and increasing employees' resistance to change. Bohle et al., 2017, asserted that Commitment to the organization may also be affected. In the event of a layoff or downsizing, there is an increase in job insecurity. Job insecurity, in turn, leads to more possibility of employee perceptions of contract breach. A longitudinal study performed by Baillien et al., 2019, on expected consequences of contract breach revealed that exposure to organizational change during Time 1 was positively related to being a perpetrator of workplace bullying at Time 3. This relationship was mediated through perceptions of psychological contract breach at Time 2, These findings indicated that breach occurs due to organizational change may have explicit effects on the work environment experienced by employees, which may affect work environments further.

ORGANIZATIONAL COMMITMENT

Al-Jabari and Ghazzawi, 2019, defined organizational commitment as “the relative strength of an individual’s identification with and involvement in a particular organization”. Other researchers such as Ng, 2015, have defined organizational commitment as the psychological attachment that individuals develop toward an organization.

organizational commitment is defined as the degree to which an individual embraces the values and goals of an organization. According to Dajani, 2015, the key notion in each of these definitions is that organizational commitment is a major variable that influences a number of organizational outcomes such as employee job performance and job satisfaction, personnel turnover, and organizational citizenship behavior, organizational commitment should be of interest to organizations because

there is a body of research that relates levels of organizational commitment to a number of outcomes for an organization.

COMPONENTS OF ORGANIZATIONAL COMMITMENT

EFFECTIVE COMMITMENT

According to Al-Jabari & Ghazzaw, 2019, effective commitment is employees' emotional attachment to organization, identification with organization and involvement in organization. Employees, who have strong affective commitment, stay in the organization because they want to. Therefore, this form of commitment is based on desire.

CONTINUOUS COMMITMENT

Alkahtani, 2016, defined Continuous commitment as a commitment based on the costs that would occur if the person left the organization. Therefore, people having high continuous commitment stay in the organization because they need to. In other words, it would cost too much to leave.

NORMATIVE COMMITMENT

According to Mahmood et al., 2021, normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that a normative commitment is influenced by person's experiences both before and after entering the organization. This means that not only organizational socialization but also socialization that occurs in families and society at large also affects how employee's normative commitment develops.

HOTEL PERFORMANCE MEASUREMENT

Pascual et al., 2021, argued that with the increase in international travel and, as a result, the pressure on hospitality firms, performance assessment in the hospitality sector has become increasingly important as a tool for successful decision-making. Wong et al., 2021, explained that the hotel industry's business environment is defined by strong rivalry and continuously changing circumstances, every hotel competes with every other hotel, either directly or indirectly, because it is the only way to succeed, management is forced to attempt to be closer to their guests' want.

As a result, as Shin et al., 2021, mentioned it is not surprising that hotel management is increasingly committed to establishing Performance Measurement (PM) Systems in order to demonstrate, in the best possible way, which weaknesses are observed in the business and where improvements could be made to meet the needs of all stakeholders.

According to Amberg (2014), PM is the process of quantifying activities, whereas measurement is the process of quantification and action that leads to performance.

Wong et al., 2021, explained that even though there are several reasons for adopting performance metrics (to indicate the level of effort, to monitor activities in units, continuous improvement, motivate employees, etc.), overall, it is regarded as an essential component of management processes, which implies that it identifies areas of bad performance or opportunities so that improved plans may be formed.

Shin et al., 2021, clarified that as a result of the growing understanding of hotel industries for the relevance and importance of people, including workers and visitors., a hotel's commercial and financial performance is dependent on the attitude and conduct of its workers, the creation of new goods and services, and customer happiness.

Hameed et al., 2021, advised that hotels and department managers must place equal emphasis on the aims of all stakeholders, not just their shareholders. The accomplishment of all stakeholders' goals (guests, workers, strategic partners, community, etc.) may be assessed using both financial and non-financial metrics.

Chen et al., 2019, explained that because an organization's existence and success are dependent on performance, operators must fulfill performance targets by mitigating the impact of food safety measures, food safety awareness appears to affect one's performance, and failure to perform food safety to a particular degree would have an impact on the caterers' ability to keep their business. Hameed et al., 2021, advised to stay competitive, food establishments must track performance to determine their standing, the efficacy of implementations toward the aim or success of the unit may be assessed in comparison to its planned performance.

He et al., 2019, argued that Poor performance, on the other hand, is characterized as the result of roles with conflicting aspects in the expectations, it is also possible that food operators base their success on financial metrics such as operating income, return on investment, profit margin, net or gross profit, sales, and sales growth, which define the business's long-term goals and offer a clear picture of its performance to the shareholders.

Chen et al., 2019, pointed out that the measurements can be on a larger matrix or non- financial indicators, but they must consider workers' well-being, personal development, waste reduction, resource conservation, or ethical values like trust, trustworthiness, and cooperation, for the food industry to remain competitive, it is important to synchronize organizational performance via food safety procedures.

According to Shin et al., (2021), each performance criterion says three facts about each element of the work: What are the employees supposed to do? How will it be done? To what level (in how much detail)? Chong et al., 2021, answered that people are more at ease when they know what they are supposed to do and how to execute it, and when their work is assessed based on job content and performance.

Johennesse & Chou, 2017, viewed that a set of performance standards can help to prevent conflict and misunderstanding. It was emphasized that if you can't measure and manage something, you can't influence it. Hotel management has attempted to create its metrics. Hameed et al., 2021 mentioned that one metric was the amount of time consumers had to wait to reserve a hotel over the phone, as a result, the switchboard operator monitored incoming calls and manually recorded waiting times in various scenarios.

EMPLOYEE PRODUCTIVITY

Escoto et al., 2023, reported that employee productivity is defined as an assessment of value generated by an individual employee within a specific time period, productivity has a direct correlation with business outcomes (both near-term and long-term) and returns on investment (ROI). Without this correlation, an activity cannot be viewed as productive.

Xu, 2022, added that high or low productivity depends on a company's internal average and where the employee, team, and department stand as per this predefined baseline, the overall success of an organization has everything to do with the efficient and effective productivity of the workforce.

RELATIONSHIP BETWEEN THE PSYCHOLOGICAL CONTRACT AND PERFORMANCE

According to Aluko (2022), Psychological contract represents the mutual beliefs, perception, and informal obligations between an employer and an employee; it sets the dynamics for the relationship and defines the detailed practices of the work to be done, the employment relationship aspects covered by psychological contract bothers on how they are treated in terms of fairness, equity and consistency, security of employment, scope to demonstrate competence, career expectations and the opportunity to develop skills, decision-making involvement and trust in the management of the organization to keep their promises. Meanwhile the employers' perspective of psychological contract centers on expectations of punctuality to work, competence in handling work, effort in completion of task, compliance, commitment and loyalty which are integral elements of employee job performance.

ORGANIZATIONAL COMMITMENT AND WORK PERFORMANCE

Kaplan & Kaplan, 2018, explained that commitments in the workplace can take various forms and, arguably, have the potential to influence organizational effectiveness and employees' work performance. From an organizational perspective, effective employee performance constitutes basic result and aim of commitment. Compared to uncommitted people, committed people are prone to be insistent on task sets and fulfill set goals. With the regard to the outcome of employee performance, commitment, Organizational commitment has been linked both theoretically and empirically to individual performance and the auother indicated that there was a positive relationship between organizational commitment and employee performance.

STUDY PROBLEM

Abdul-Wahhab, 2013 AD, investigated the reasons for problems related to organizations, we will find that not a small part of them is due to non-compliance with the promises and obligations that the administration gives to its employees, through which it will lead to the success or failure of the organizations. Haider and Nasser, 2014, argued that as non-compliance with these promises will lead to the occurrence of negative behaviors by employees towards the organization, such as weak loyalty to the organization, lack of trust, and it may even lead to employees leaving their work, which will generate problems within the organization. Therefore, the problem of the study lies in showing the impact of the psychological contract and organizational commitment on the performance and productivity of employes in Luxor and Aswan hotels from the managers point of view.

As the lack of commitment toward the psychological contract or the lack of an organizational commitment towards the employes leads to their feelings of frustration and a lack of loyalty and belonging.

PROPOSED MODEL

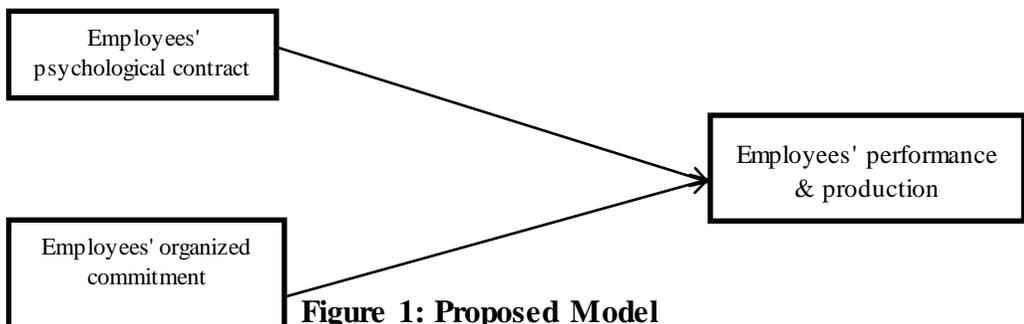


Figure 1: Proposed Model

RESEARCH METHODOLOGY

The main purpose of research is to identify and assess the impact of psychological contract and organizational commitment on the performance and productivity of employees working in Luxor and Aswan hotels from the manager's point of view. The research adopted the quantitative approach in its empirical analysis. A questionnaire was used as the instrument for collecting data from a sample of managers of Hotels in Luxor and Aswan, and the survey was addressed to the managers in Hotels of Luxor and Aswan. The researchers applied a stratified random sample, each stratum is randomly sampled the data is classified into multiple subgroups (strata) based on common characteristics such as Age categories, Gender, Region and Hotel level. A five-dimensional Likert scale was used to measure a set of key variables on the questionnaire to gauge attitudes toward the research variables. The questionnaire given to managers in Luxor and Aswan hotels serves as the quantitative instrument. A comprehensive survey was conducted of 176 managers in Luxor and Aswan after distributing 200 questionnaires with responded rate of 188%.

Managers' personal information stated that the majority of the sample was "male" (90.9%). Based on the respondents' age, 75% of the respondents were "30-50 years old", followed by the age range "above 50 years old" (19.3), followed by "Less than 30 years old" (5.7%). According to the respondents' region, 68.2% of the sample was from Luxor city and 31.8% of them were from Aswan city. According to the department, 15.9% of the respondents were maintenance managers, 10.9% of the respondents were Security managers, and 10.2% of the respondents were general managers, H.R managers, House-Keeping managers, Kitchen managers, and Restaurant managers. 9.7% of the respondents were Front office managers, 2.3% of the respondents were Food& Beverage managers. According to the hotel level, 68.2% of the managers belong to 5-star hotels and 31.8% of them belong to 4-star hotels. According to the respondents' level of education, 63.6% of the respondents were "Postgraduate", followed by "bachelor's degree" (28.4%), and followed by "Below bachelor's degree" (8%). According to the past experience years, the majority of the respondents have more than 7 experience years (54.5%).

QUESTIONNAIRE ANALYSIS

RELIABILITY

Table (1): Reliability Analysis of the managers' questionnaire variables

| The Axes | No. of statements | Alpha Coefficient |
|---------------------------------------|--------------------------|--------------------------|
| Managers' job content | 11 | .994 |
| Managers' organizing work environment | 6 | .914 |
| The Overall Cronbach's Alpha | 17 | .987 |

Reliability of the managers' questionnaire was tested by Cronbach's alpha coefficient; the two axes were acceptable. Each of the 17 variables had an overall Cronbach's Alpha more than 0.6, indicating that they were all reliable and acceptable (see table1).

THE MANAGERS' JOB CONTENT VARIABLE

The factor analysis showed that all the statements (11 statements) were responsible for the hotel job content with a percentage of (97.6%).

Table (2): Statistics for the managers' job content

| The managers' job content | Response | Freq. | % | Mean* | SD |
|--|-------------------|--------------|----------|--------------|-----------|
| Managers are given authorities necessary for performing their works. | Strongly Disagree | 50 | 28.4 | 3.028 | 1.5907 |
| | Disagree | 30 | 17.0 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 57 | 32.4 | | |
| | Strongly Agree | 39 | 22.2 | | |
| | Total | 176 | 100.0 | | |
| Hotel is committed to grant managers freedom and independency in their jobs. | Strongly Disagree | 36 | 20.5 | 3.159 | 1.4996 |
| | Disagree | 38 | 21.6 | | |
| | Neutral | 3 | 1.7 | | |
| | Agree | 60 | 34.1 | | |
| | Strongly Agree | 39 | 22.2 | | |
| | Total | 176 | 100.0 | | |

| | | | | | |
|--|-------------------|-----|-------|-------|--------|
| Employees in a hotel solve problems they may face without consulting direct supervisor. | Strongly Disagree | 54 | 30.7 | 2.840 | 1.5884 |
| | Disagree | 38 | 21.6 | | |
| | Neutral | 3 | 1.7 | | |
| | Agree | 44 | 25.0 | | |
| | Strongly Agree | 37 | 21.0 | | |
| | Total | 176 | 100.0 | | |
| The employees' points of view are taken into consideration upon making the important decisions. | Strongly Disagree | 40 | 22.7 | 3.176 | 1.5812 |
| | Disagree | 37 | 21.0 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 50 | 28.4 | | |
| | Strongly Agree | 49 | 27.8 | | |
| | Total | 176 | 100.0 | | |
| Special work teams are formed to perform specific tasks. | Strongly Disagree | 38 | 21.6 | 3.238 | 1.5711 |
| | Disagree | 35 | 19.9 | | |
| | Neutral | 1 | .6 | | |
| | Agree | 51 | 29.0 | | |
| | Strongly Agree | 51 | 29.0 | | |
| | Total | 176 | 100 | | |
| The hotel management adopts the open door policy to empower the employees expressing their ideas and suggestions concerning developing hotel services. | Strongly Disagree | 40 | 22.7 | 3.210 | 1.5514 |
| | Disagree | 30 | 17.0 | | |
| | Neutral | 5 | 2.8 | | |
| | Agree | 55 | 31.3 | | |
| | Strongly Agree | 46 | 26.1 | | |
| | Total | 176 | 100.0 | | |
| Presenting enough explanation of policies and organizing procedures followed by the hotel. | Strongly Disagree | 47 | 26.7 | 3.125 | 1.6234 |
| | Disagree | 31 | 17.6 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 49 | 27.8 | | |
| | Strongly Agree | 49 | 27.8 | | |
| | Total | 176 | 100 | | |
| Team spirit is spread | Strongly | 34 | 19.3 | 3.261 | 1.5380 |

| | | | | | |
|--|-------------------|-----|-------|--------|--------|
| among the employees and the management. | Disagree | | | 3.2614 | 1.5380 |
| | Disagree | 38 | 21.6 | | |
| | Neutral | 2 | 1.1 | | |
| | Agree | 52 | 29.5 | | |
| | Strongly Agree | 50 | 28.4 | | |
| | Total | 176 | 100.0 | | |
| The hotel presents a clear evaluation of the level of your work performance. | Strongly Disagree | 45 | 25.6 | 2.869 | 1.5156 |
| | Disagree | 47 | 26.7 | | |
| | Neutral | 2 | 1.1 | | |
| | Agree | 50 | 28.4 | | |
| | Strongly Agree | 32 | 18.2 | | |
| | Total | 176 | 100 | | |
| My colleagues in work appreciate my role in my job | Strongly Disagree | 35 | 19.9 | 3.448 | 1.5483 |
| | Disagree | 25 | 14.2 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 58 | 33.0 | | |
| | Strongly Agree | 58 | 33.0 | | |
| | Total | 176 | 100.0 | | |
| The high management appreciates my role in my job | Strongly Disagree | 43 | 24.4 | 2.920 | 1.5545 |
| | Disagree | 50 | 28.4 | | |
| | Neutral | 1 | .6 | | |
| | Agree | 42 | 23.9 | | |
| | Strongly Agree | 40 | 22.7 | | |
| | Total | 176 | 100 | | |
| Overall | | | | 4.18 | .459 |

Table (2) stated that the first rank variable was "My colleagues in work appreciate my role in my job", where the mean value was (3.4489) and the standard deviation was (1.5483), followed by "Team spirit is spread among the employees and the management" where the mean value was (3.2614) and the standard deviation was (1.5380), followed by "Special work teams are formed to perform specific tasks" where the mean value was (3.2386) and the standard deviation was (1.5711). On the other hand, the least variables were: "The high management appreciates my role in my job" (Mean= 2.9205, SD= 1. 5545), "The hotel presents a clear evaluation of the level of your work performance" (Mean= 2.8693, SD=

1.5156), and the final variable was " Employees in a hotel solve problems they may face without consulting direct supervisor" (Mean= 2.8409, SD= 1.5884).

MANAGERS' ORGANIZING WORK ENVIRONMENT

FACTOR ANALYSIS FOR THE MANAGERS' ORGANIZING ELEMENTS

The factor analysis shown that all the statements (6 statements) were responsible for the managers' organizing elements with a percentage of (98.3%).

Table (3): Statistics for managers' organizing work environment

| Managers' Organizing work Environment | Response | Freq. | % | Mean* | SD |
|---|-------------------|--------------|----------|--------------|-----------|
| Encouraging employees to learn new roles in order to feel the importance of work. | Strongly Disagree | 35 | 19.9 | 3.3523 | 1.5234 |
| | Disagree | 28 | 15.9 | | |
| | Neutral | 3 | 1.7 | | |
| | Agree | 60 | 34.1 | | |
| | Strongly Agree | 50 | 28.4 | | |
| | Total | 176 | 100.0 | | |
| Giving an performable promises | Strongly Disagree | 64 | 36.4 | 2.0455 | 1.1405 |
| | Disagree | 77 | 43.8 | | |
| | Neutral | 7 | 4.0 | | |
| | Agree | 19 | 10.8 | | |
| | Strongly Agree | 9 | 5.1 | | |
| | Total | 176 | 100.0 | | |
| Practicing responsibilities according to moral ethics. | Strongly Disagree | 0 | 0 | 4.3125 | .74762 |
| | Disagree | 10 | 5.7 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 91 | 51.7 | | |
| | Strongly Agree | 75 | 42.6 | | |
| | Total | 176 | 100.0 | | |
| Listening to the employees' complaints, understanding them and creating an organizing | Strongly Disagree | | | 4.3011 | .75985 |
| | Disagree | 10 | 5.7 | | |
| | Neutral | 2 | 1.1 | | |
| | Agree | 89 | 50.6 | | |

| | | | | | |
|---|-------------------|-----|-------|--------|--------|
| field having relations that ruled by mutual confidence, respect and cooperation. | Strongly Agree | 75 | 42.6 | | |
| | Total | 176 | 100.0 | | |
| Providing Psychological support for employees in their workplace. | Strongly Disagree | 0 | 0 | 4.3182 | .50246 |
| | Disagree | 1 | .6 | | |
| | Neutral | 0 | 0 | | |
| | Agree | 117 | 66.5 | | |
| | Strongly Agree | 58 | 33.0 | | |
| | Total | 176 | 100.0 | | |
| Holding a repeated meeting with the employees to recognize their problems & needs and working for making positive expectations towards the hotel. | Strongly Disagree | 5 | 2.8 | 4.2102 | .95385 |
| | Disagree | 10 | 5.7 | | |
| | Neutral | 5 | 2.8 | | |
| | Agree | 79 | 44.9 | | |
| | Strongly Agree | 77 | 43.8 | | |
| | Total | 176 | 100.0 | | |
| Overall | | | | 3.8240 | .74105 |

Table (3) concluded that the first rank variable was “Providing Psychological support for employees in their workplace”, where the mean value was (4. 3182) and the standard deviation was (.50246), followed by "Practicing responsibilities according to moral ethics." where the mean value was (4. 3125) and the standard deviation was (.74762). On the other hand, the least variables were: “Encouraging employees to learn new roles in order to feel the importance of work” (Mean= 3.3523, SD= 1.5234), and "Giving a performable promise” (Mean= 2.0455, SD= 1.1405).

TEST OF HYPOTHESES

TEST OF THE FIRST HYPOTHESIS OF THE STUDY

H_{1a}: There were statistically significant differences between the sample demographics (Age categories, Gender, Region, and Hotel level) with regard to the employees' psychological contract.

Table (4): Differences between age categories concerning Employees' Psychological Contract

| Employees' Psychological Contract | Age | |
|-----------------------------------|---------|------|
| | F | Sig. |
| The over all | 2156.36 | .000 |

Table (4) illustrated the one-way ANOVA to analyze the differences between age categories with respect to the employees' psychological contract. The results showed that the significance levels for all variables were less than 0.05. This means that there were statistically significant differences between age categories with respect to all variables of the employees' psychological contract. This result indicated that the (H_{1a}) of the study was accepted concerning these variables.

Table (5): LSD between age categories concerning Employees' Psychological Contract

| Variable | | (I) Age | (J) Age | Sig. |
|-----------------------------------|-----|------------------------|------------------------------------|--------------|
| Employees' Psychological Contract | LSD | Less than 30 years old | From 30 to 50 Over 50 years old | .000 .000 |

The LSD (Least Significant Difference) test was calculated to determine the sources of differences. Table (5) showed that there were statistically significant differences between all age categories concerning the study employees' psychological contract (Sig.<.05), These differences were in favor of "Over 50 years old" followed by " From 30 to 50", followed by " Less than 30 years old " (see table 8).

TABLE (6): MEANS OF AGE CATEGORIES CONCERNING EMPLOYEES' PSYCHOLOGICAL CONTRACT

| Variable | Less than 30 years old | From 30 to 50 | Over 50 years old |
|-----------------------------------|------------------------|---------------|-------------------|
| Employees' Psychological Contract | 1.06 | 2.44 | 4.58 |

TABLE (7): DIFFERENCES BETWEEN MALES AND FEMALES CONCERNING EMPLOYEES' PSYCHOLOGICAL CONTRACT

| Employees' Psychological Contract | Group | Mean | SD | T-Test | |
|-----------------------------------|---------|-------|------|--------|------|
| | | | | T | Sig. |
| Overall | Males | 2.105 | .978 | -28.95 | .000 |
| | Females | 4.746 | .330 | | |

From the results shown in table (7), independent samples T test used to test the differences between the two groups, it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between males and females concerning the employees' psychological contract (Sig. < .05), This difference was in favor for females (Mean 4. 746), this result indicated that the (H1a) of the study was accepted.

Table (8): Differences between Luxor and Aswan concerning Employees' Psychological Contract

| Employees' Psychological Contract | Group | Mean | SD | T-Test | |
|-----------------------------------|-------|-------|------|--------|------|
| | | | | T | Sig. |
| Overall | Luxor | 1.612 | .624 | -36.4 | .000 |
| | Aswan | 4.196 | .783 | | |

From the results shown in table (8), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between Luxor and Aswan hotels concerning the employees' psychological contract (Sig. < .05), This difference was in favor for Aswan (Mean 4. 196), this result indicated that the (H_{1a}) of the study was accepted.

Table (9): Differences between 4 and 5 star hotels concerning Employees' Psychological Contract

| Employees' Psychological Contract | Group | Mean* | SD | T-Test | |
|-----------------------------------|--------|-------|-------|--------|------|
| | | | | T | Sig. |
| Overall | 5 Star | 2.249 | 1.080 | -24.09 | .000 |
| | 4 Star | 4.869 | .204 | | |

From the results shown in table (9), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between 5 star and 4-star hotels concerning the employees' psychological contract (Sig. < .05), This difference was in favor for 4-star hotels (Mean 4.869), this result indicated that the (H_{1a}) of the study was accepted.

H_{1b}: *There were statistically significant differences between the sample demographics (Age categories, Gender, Region, and Hotel level) with regard to the employees' organized commitment.*

Table (10): Differences between age categories concerning the employees' organized commitment

| Employees' organized commitment | Age categories | |
|---------------------------------|----------------|------|
| | F | Sig. |
| The over all | 1853.630 | .000 |

Table (10) illustrated the one-way ANOVA to analyze the differences between age categories with respect to the employees' organized commitment. The results showed that the significance levels for all variables were less than 0.05. This means that there were statistically significant differences between age categories with respect to all variables of the employees' organized commitment. This result indicated that the (H_{1b}) of the study was accepted concerning these variables.

Table (11): LSD between age categories concerning employees' organized commitment

| Variable | | (I) Age | (J) Age | Sig. |
|-------------------------------------|-----|------------------------|-------------------|------|
| The employees' organized commitment | LSD | Less than 30 years old | From 30 to 50 | .000 |
| | | | Over 50 years old | .000 |

The LSD (Least Significant Difference) test was calculated to determine the sources of differences. Table (11) showed that there were statistically significant differences between all age categories concerning the study employees' organized commitment. (Sig.<.05), These differences were in favor of "Over 50 years old" followed by " From 30 to 50", followed by " Less than 30 years old " (see table 11).

Table (12): Means of age categories concerning employees' organized commitment

| Variable | Less than 30 years old | From 30 to 50 | Over 50 years old |
|-------------------------------------|------------------------|---------------|-------------------|
| The employees' organized commitment | 1.37 | 2.88 | 4.66 |

Table (13): Differences between males and females concerning the employees' organizing commitment

| Employees' organizing commitment | Group | Mean | SD | T-Test | |
|----------------------------------|---------|-------|-------|---------|------|
| | | | | T | Sig. |
| Overall | Males | 1.876 | .7670 | -33.967 | .000 |
| | Females | 4.469 | .5182 | | |

From the results shown in table (13), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between males and females concerning the employees' organizing commitment (Sig. < .05), This difference was in favor for females (Mean 4. 469), this result indicated that the (H_{1b}) of the study was accepted.

Table (14): Differences between Luxor and Aswan concerning the employees' organizing commitment

| Employees' organizing commitment | Group | Mean* | SD | T-Test | |
|----------------------------------|-------|-------|------|---------|------|
| | | | | T | Sig. |
| Overall | Luxor | 1.50 | .533 | -30.856 | .000 |
| | Aswan | 3.82 | .920 | | |

From the results shown in table (14), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between Luxor and Aswan hotels concerning the employees' organizing commitment (Sig. < .05), This difference was in favor for Aswan (Mean 3. 82), this result indicated that the (H_{1b}) of the study was accepted.

Table (15): Differences between 5 Star and 4 Star concerning the employees' organizing commitment

| Employees' organizing commitment | Group | Mean* | SD | T-Test | |
|----------------------------------|--------|-------|------|---------|------|
| | | | | T | Sig. |
| Overall | 5 Star | 1.99 | .861 | -29.940 | .000 |
| | 4 Star | 4.65 | .359 | | |

From the results shown in table (15), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between 5 star and 4 star hotels concerning the employees' organizing commitment (Sig. < .05), This difference was in favor for 4 star hotels (Mean 4.65), this result indicated that the (H_{1b}) of the study was accepted.

H_{1c}: *There were statistically significant differences between the sample demographics (Age categories, Gender, Region, and Hotel level) with regard to the employees' performance & production.*

Table (16): Differences between age categories concerning the employees' performance & production

| The employees' performance & production | Age | |
|---|----------|------|
| | F | Sig. |
| The overall | 1635.160 | .000 |

Table (16) illustrated the one-way ANOVA to analyze the differences between age categories with respect to the employees' performance & production. The results showed that the significance levels for all variables were less than 0.05. This means that there were statistically significant differences between age categories with respect to all variables of the employees' performance & production. This result indicated that the (H_{1c}) of the study was accepted concerning these variables.

Table (17): LSD between age categories concerning the employees' performance & production

| Variable | | (I) Age | (J) Age | Sig. |
|---|-----|------------------------|-------------------|------|
| The employees' performance & production | LSD | Less than 30 years old | From 30 to 50 | .000 |
| | | | Over 50 years old | .000 |

The LSD (Least Significant Difference) test was calculated to determine the sources of differences. Table (17) showed that there were statistically significant differences between all age categories concerning the employees' performance & production (Sig. <.05). These differences were in favor of "Over 50 years old" followed by " From 30 to 50", followed by " Less than 30 years old " (see table 17).

Table (18): Means of age categories concerning the employees' performance & production

| Variable | Less than 30 years old | From 30 to 50 | Over 50 years old |
|---|------------------------|---------------|-------------------|
| The employees' performance & production | 1.0814 | 2.2395 | 4.4286 |

Table (19): Differences between males and females concerning the employees' performance & production

| Employees' performance & production | Group | Mean* | SD | T-Test | |
|-------------------------------------|---------|-------|------|--------|------|
| | | | | T | Sig. |
| The overall | Males | 1.94 | .829 | 34.972 | .000 |
| | Females | 4.67 | .323 | | |

From the results shown in table (19), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between males and females concerning the employees' performance & production (Sig. < .05), This difference was in favor for females (Mean 4.67), this result indicated that the (H_{1c}) of the study was accepted.

Table (20): Differences between Luxor and Aswan concerning the employees' performance & production

| Employees' performance & production | Group | Mean* | SD | T-Test | |
|-------------------------------------|-------|-------|------|--------|------|
| | | | | T | Sig. |
| The overall | Luxor | 1.55 | .601 | -31.03 | .000 |
| | Aswan | 3.98 | .926 | | |

From the results shown in table (20), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between Luxor and Aswan hotels concerning the employees' performance & production (Sig. < .05), This difference was in favor for Aswan (Mean 3. 98), this result indicated that the (H_{1c}) of the study was accepted.

Table (21): Differences between 5 Star and 4 Star concerning the employees' performance & production

| Employees' performance & production | Group | Mean* | SD | T-Test | |
|---|--------|-------|-------|--------|------|
| | | | | T | Sig. |
| The hotel provides a safe work environment for the employees. | 5 Star | 2.940 | 1.485 | 13.865 | .000 |
| | 4 Star | 5.000 | 0.000 | | |
| The hotel allows the employees to participate in making decisions. | 5 Star | 1.903 | 1.012 | 29.162 | .000 |
| | 4 Star | 4.900 | 0.302 | | |
| The employees are given observation, directing and supporting by the supervisors. | 5 Star | 2.670 | 1.324 | 17.580 | .000 |
| | 4 Star | 5.000 | 0.000 | | |

| | | | | | |
|---|--------|-------|-------|--------|------|
| The hotel provides specialized training programs for the employees. | 5 Star | 1.887 | 1.051 | 24.911 | .000 |
| | 4 Star | 4.600 | 0.492 | | |
| The hotel provides training chances and acquiring new skills for the employees | 5 Star | 1.866 | 1.019 | 27.103 | .000 |
| | 4 Star | 4.720 | 0.451 | | |
| The hotel provides training programs for the employees repeatedly. | 5 Star | 1.807 | 0.983 | 29.623 | .000 |
| | 4 Star | 4.800 | 0.402 | | |
| The hotel provides training chances for the employees to communicate in work field. | 5 Star | 1.770 | 0.804 | 31.369 | .000 |
| | 4 Star | 4.450 | 0.500 | | |
| The hotel provides training chances for the employees to prepare them for better jobs. | 5 Star | 1.753 | 0.767 | 32.904 | .000 |
| | 4 Star | 4.450 | 0.500 | | |
| The hotel supports the employees to get a good insurance and retiring system. | 5 Star | 2.903 | 1.513 | 13.849 | .000 |
| | 4 Star | 5.000 | 0.000 | | |
| The hotel provides a good health insurance for the employees. | 5 Star | 2.850 | 1.359 | 15.807 | .000 |
| | 4 Star | 5.000 | 0.000 | | |
| The level of performance evaluation is related to financial or moral motives. | 5 Star | 2.073 | 1.098 | 23.543 | .000 |
| | 4 Star | 4.730 | 0.446 | | |
| Performance evaluation is made according to clear standards. | 5 Star | 1.623 | 0.773 | 36.146 | .000 |
| | 4 Star | 4.600 | 0.492 | | |
| The items and results of performance evaluation are discussed with the employees by hotel management. | 5 Star | 1.717 | 0.832 | 34.434 | .000 |
| | 4 Star | 4.720 | 0.451 | | |
| The results of performance evaluation are reported to the employees. | 5 Star | 1.737 | 0.834 | 33.818 | .000 |
| | 4 Star | 4.700 | 0.461 | | |
| | 5 Star | 2.107 | .990 | -26.43 | .000 |
| | 4 Star | 4.762 | .275 | | |

From the results shown in table (21), it was noticeable that the significance levels for all variables were less than (0.05), this means that there were statistically significant differences between 5 star and 4-star hotels concerning the employees' performance & production (Sig. < .05), This difference was in favor for 4-star hotels (Mean 4. 762), this result indicated that the (H_{1c}) of the study was accepted.

TEST OF THE SECOND HYPOTHESIS OF THE STUDY

H₂: *There is statistically significant influence of Employees' Psychological Contract on Employees' Performance & Production at significant level of 0.05.*

Linear regression coefficient was used to test the third hypothesis as follows:

Table (22): The influence of Employees' Psychological Contract on Employees' Performance & Production

| Independent variable | R | R square | Std. Error of the Estimate | ANOVA Sig | Constant | B |
|-----------------------------------|------|----------|----------------------------|-----------|----------|------|
| Employees' Psychological Contract | .992 | .983 | .187 | .000 | -.046 | 0.97 |

Table 22 stated that there is a strong correlation between employees' psychological contract and employees' performance & production (R= 0.992), The coefficient of determination (R²) is (0.983), suggesting that 98.3% of the variation of employees' performance & production was explained by the employees' psychological contract. Moreover, regression coefficient statistically significant (P = 0.000), so the variable of employees' psychological contract has a statistically significant influence on employees' performance & production at a significant level of 0.05. This result coincided that the (H₂) of the study was accepted. The following equation was suggested:

$$\text{Employees' performance \& production} = (0.970 * \text{employees' psychological contract}) - 0.046$$

TEST OF THE THIRD HYPOTHESIS OF THE STUDY

H₃: *There is statistically significant influence of Employees' Organized Commitment on Employees' Performance & Production at significant level of 0.05.*

Linear regression coefficient was used to test the third hypothesis as follows:

Table (23): The influence of Employees' Organized Commitment on Employees' Performance & Production

| Independent variable | R | R square | Std. Error of the Estimate | ANOVA Sig | Constant | B |
|---------------------------------|------|----------|----------------------------|-----------|----------|-------|
| Employees' Organized Commitment | .993 | .986 | .169 | .000 | .016 | 1.035 |

Table 23 stated that there is a strong correlation between employees' organized commitment and employees' performance & production ($R=0.993$), the coefficient of determination (R^2) is (0.986), suggesting that 98.6% of the variation of employees' performance & production was explained by the employees' organized commitment. Moreover, regression coefficient statistically significant ($P = 0.000$), so the variable of employees' organized commitment has a statistically significant influence on employees' performance & production at a significant level of 0.05. This result coincided that the (H_3) of the study was accepted. The following equation was suggested:

$$\text{Employees' performance \& production} = (0.970 * \text{employees' organized commitment}) + 0.046$$

THE RESEARCH MODEL

To test the significant of the research model multiple regression coefficients were used as follow:

Table 24: multiple regression of (employees' psychological contract and employees' organized commitment) on Employees' performance & production

| Independent variables | R | R Square | Std. Error of the Estimate | ANOVA Sig | Constant | B |
|-----------------------------------|-------|----------|----------------------------|-----------|----------|------|
| employees' psychological contract | 0.995 | 0.991 | 0.139 | .000 | -.027 | .424 |
| employees' organized commitment | | | | | | .589 |

From table 24, (R) value (0.995) referred that there is a strong correlation between research variables and employees' performance & production, as well as the coefficient of determination (R^2) is (0.991), suggesting that 99.1% of the variation of employees' performance & production was explained by (employees' psychological contract and employees' organized commitment) at hotels. The following path analysis model can be drawn to illustrate these influences.

Figure : Research model

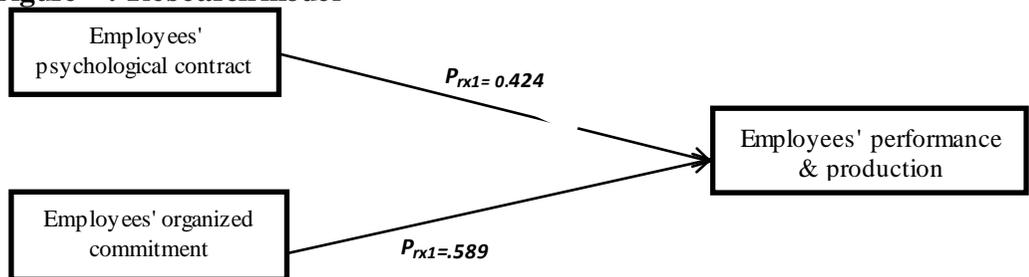


Figure 2: Research model

CONCLUSION

The main points of the research conclusion can be presented as that the employee's colleagues in work appreciate the role of each employee in his job, team spirit is spread among the employees and the management which agree with Paluch et al., (2022), and Arifin et al., (2019). Special work teams are formed to perform specific tasks; the hotel management adopts the open-door policy to empower the employees to express their ideas and suggestions concerning developing hotel services which agree with Jaiswal and Dhar, (2017). The employees' points of view in hotels are taken into consideration when making the important decisions, Hotel is committed to grant managers freedom and independency in their jobs which agreed with Ladhari and Michaud, (2015).

Listening to the employees' complaints in hotels, understanding them and creating an organizing field having relations that ruled by mutual confidence, respect and cooperation, there is Providing Psychological support for employees in their workplace, hotels Encouraging employees to learn new roles in order to feel the importance of work which agree with Dimitrov, (2015).

There is an influence of Employees' Psychological Contract on Employees' Performance & Production which agree with Sonnenberg et al., (2011), there is an influence of Employees' Organized Commitment on Employees' Performance & Production which agree with Osa and Amos, (2014).

STUDY RECOMMENDATIONS

1. Hotel management must commit to items of the contract upon employment.
2. The items and results of performance evaluation should be discussed among the employees and hotel management.
3. Hotels should provide training chances and acquiring new skills for the employees.
4. Hotels should determine the responsibilities of each job clearly.
5. The employees must be allowed to make decisions under their Personal responsibility in their jobs.
6. Employees' Salaries in hotels should be suitable for work tasks required by the job.
7. Hotels must grant employees authorities that help taking decisions and carrying out different work.
8. Hotels management has to give employees freedom to develop their self-skills in performing work.
9. Hotels management must connect financial compensate on which performance evaluation results.

10. Employees should feel job safety in their work at the hotel.
11. Hotels management should apply fair procedures of evaluating performance among the employees.

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