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

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ABSTRACT

Garcia, 2022, pointed out that psychological contracts are important because they establish the expectations, rights, and obligations of both employees and employers by defining the roles and responsibilities of both Parties, psychological contracts have enabled 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 that affects the performance and productivity of employees in Luxor and Aswan hotels from the employees' point of view as the dependent variable. The primary data was collected through the survey with the help of a standardized questionnaire among 400 employees working 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 the research variables. The main result of the research was that the floating hotels' green practices had a significant impact on customers' satisfaction and retention. The main result of the research was that there was a significant influence of the presented psychological contract and organizational commitment on the performance and productivity of the employees working in Luxor and Aswan hotels. The research recommended that the need for hotels in Luxor and Aswan have abided by the psychological contracts they provide to employees in order to maintain employee loyalty and enhance productivity.

KEYWORDS: Psychological Contract, Organizational Commitment, Performance, Productivity, Luxor and Aswan hotels.

INTRODUCTION

Business organizations in the environment of their work have aspired to create a high level of performance and low levels of absenteeism and turnover, organizational commitment is considered a key factor in achieving this objective; however, it can be conditioned by several factors, among which is the psychological contract. Schmidt, 2016, showed that the formation of organizational commitment is related to the inputs that the worker has received from the organization and is intimately 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. In the same way Rousseau et al., 2018, pointed out that the literature in many works has related the organizational commitment to the fulfillment of the psychological contract, that is, the degree of compliance with the promises made by the organization, framing it as an explanatory and determining variable of the organizational commitment. Coyle-Shapiro et al., 2019, defined the 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 was the behavior of both the organization and the employees. Others, however, place more emphasis on the unipersonal and subjective aspect of the employees' perception of the psychological contract, which could result in divergent opinions between the employer and employee regarding its provisions. According to Coyle-Shapiro et al. 2007, the employee-organization relationship is a fundamental relationship for employees and has been studied from a number of disciplines and theoretical perspectives. Eldor & Vigoda-Gadot, 2017, asserted that What is exchanged in that relationship has significant implications for both the organization and the employees.

PSYCHOLOGICAL CONTRACT

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 take in the relationship. In the concept development stage, there appear two views of the concept of psychological contract in academic circle, 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, pointed out that organizational change increases the likelihood of contract breach. More generally, employee perceptions regarding organizational obligations change during a restructuring.

Akhtar et al., 2016, wrote 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, breach is deemed an unwanted outcome of change and should therefore be avoided when as much as we can. De Ruiter et al., 2017, argued that contract breach has been found to predict a change in contributions towards the organization and increasing employees' resistance to change. Commitment to the organization may also be affected, as shown in a study by Erkutlu and Chafra (2016). In the event of a layoff or downsizing, as Bohle et al., 2017, pointed out there will be an increase in job insecurity. Job insecurity, in turn, leads to a higher likelihood of employee perceptions of contract breach. A longitudinal study performed by Baillien et al., 2019, on possible 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 indicate that breach that occurs due to organizational change may have explicit effects on the work environment experienced by employees, which may affect work environments further.

ORGANIZATIONAL COMMITMENT

Sharma et al., 2016, defined Organizational commitment as the level of connection that the individuals feel towards their organization. Organizational commitment has helped the organization to grow and attain competitiveness, which can be a key element in determining the individual's performance. Employees that had organizational commitment can help in adding value to their organizations as they are determined, pay attention to the quality, and are able to produce more.

COMPONENTS OF ORGANIZATIONAL COMMITMENT

EFFECTIVE COMMITMENT

Al-Jabari & Ghazzaw, 2019, discussed that the 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.

CONTINUANCE COMMITMENT

Alkahtani, 2016, clarified that Continuous commitment is 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

Mahmood et al., 2021, referred to normative commitment as the 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 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 the families and society at large also affects how employee's normative commitment develops.

PERFORMANCE CONCEPT

Eleonora (2020) mentioned that performance is one of the most contested terms, with no consensus among diverse scholars and theorists, a lack of adequate comprehension or explanation in the definition of the notion of performance. Jenatabadi et al., 2013, explained that in the shortage of any operational definition of performance on which the majority of relevant experts agree, different explanations and results would be argued by various persons based on their personal views, this conflict and lack of consensus are due in part to the lack of a substantial theoretical or practical endeavor to account for and define the notion. According to Angelia and Toni, 2020, effectiveness performance refers to the extent to which production operations can satisfy and meet the needs and requirements of the client. Efficiency, on the other hand, is the assessment and evaluation of how an organization's resources are economically employed via the fulfillment of functions to reach its objectives.

Reizer et al., 2019, clarified that when employees face higher performance pressure because of their perceptions of the prevalence of workplace gossip, this performance pressure leads to a better job performance, performance pressure occurs when a person feels his current level of performance is insufficient.

Hassona et al., 2022, argued that this performance pressure is characterized by greater arousal, heightened assessment of consequences, and increased effort and perseverance in the face of obstacles.

RESEARCH PROBLEM

Abdul-Wahhab, 2013, wrote that if we look at the causes of problems concerning organizations, the researcher will find that a great 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, showed that 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 employees leaving their work. It will generate problems within the organization. Therefore, the problem of the research lies in the lack of commitment to the psychological contract or the lack of an organizational commitment towards the employees leads to their feelings of frustration and a lack of loyalty and belonging.

RESEARCH AIM

The research aims to assess the effect of the psychological contract and organizational commitment on the performance and productivity of employees in Luxor and Aswan hotels.

RESEARCH IMPORTANCE

Sachdeva, 2022, asserted that the performance of employees supports the competitive advantage of the company in current ferocious competition, and it affects the long-standing growth of the company, psychological contract upsets attitudes and performance of the employees at the workplace, the spirit of the firms is the employees, and the implementation of the psychological contract can greatly decrease the turnover rate of employees and consequently enhance their efficiency at the workplace.

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

RESEARCH HYPOTHESES

- 1- There were statistically significant differences between the sample demographics with regard to the variables of the research (employees' psychological contract, employees' organizational commitment, employees' performance & production).
 - a) There are statistically significant differences between the sample with regard to the employees' psychological contract.
 - b) There are statistically significant differences between the sample demographics with regard to the employees' organizational commitment.
 - c) There were statistically significant differences between the sample with regard to the employees' performance and production.
- 2- There is statistically significant influence of Employees' Psychological Contract on Employees' Performance and Production at significant level of 0.05.
- 3- There is statistically significant influence of Employees' organizational Commitment on Employees' Performance and Production at significant level of 0.05.

RESEARCH METHODOLOGY

The main purpose of research is to assess the impact of psychological contract and organizational commitment on the performance and productivity of employees working in Luxor and Aswan hotels from the employees' point of view. The researcher used the quantitative approach in the empirical analysis. A questionnaire was used as the instrument in collecting data from some employees of hotels in Luxor and Aswan, the questionnaire consists of four axes, the first axe is about personal and demographic information, the second axe is about Employees' Psychological Contract(14 question), third axe is about Employees' Organizational Commitment(15 question) and the fourth axe is about employees' Performance and Production(14 question). The researcher 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 employees in Luxor and Aswan hotels is considered as the quantitative instrument. Data collected from pilot study was calculated using the Cochren, formula (Cochren, 1977) to calculate the sample size of the research population as follows:

$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = 384.16$$

Where:

n: appropriate sample size

Z: standard degree or the value corresponds to the level of confidence (1.96 at significant level of 0.05)

p: The variance of the population, or sample proportion and neutral = 0.50

e: Maximum allowed error (0.05 at significant level of 0.05)

The appropriate sample size for this study is 385 participants, the researcher distributed 425 questionnaires. After analysis, there were 25 questionnaires not valid; the valid forms is 400 with the response rate of 94.11%.

According to the department of respondents, 15.5% of the respondents were front office employees, 13% of the respondents were housekeeping employees, 12.5% of the respondents were Kitchen employees, 12.25% of the respondents were from accounting Dep., 11% of the respondents were restaurant employees, 10% of the respondents were Maintenance employees, 9.75% of the respondents were food& beverage Dep., 9.5% of the respondents were security employees, and 6.5% of the respondents were H.R Dep.

RELIABILITY

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

The Axes	No. of statements	Alpha Coefficient
Employees' Psychological Contract	14	.994
Employees' Organized Commitment	15	.992
Employees' Performance & Production	14	.993
The Overall Cronbach's Alpha	43	.997

Reliability of the employees' questionnaire was tested by Cronbach's alpha coefficient; the three axes were acceptable. Each of the 43 variables had an overall Cronbach's Alpha more than 0.6, indicating that they were all reliable and acceptable. Cronbach's alpha (α) was considered acceptable if it was more than 0.6 (Gliem and Gliem, 2003).

DESCRIPTIVE STATISTICS

EMPLOYEES' PERSONAL INFORMATION:

Employees' personal information results showed that the percent of male (69.8%) was more than female (30.3%). Based on the respondents' age,

the age range "30-50 years old" represented to 37.5% equal to the age range "above 50 years old", followed by "Less than 30 years old" that represented to 25% of the respondents. According to the respondents' region, 50% of the respondents were from Aswan city and 50% of them were from Luxor. According to the department, 15.5% of the respondents were front office employees, 13% of the respondents were housekeeping employees, 12.5% of the respondents were Kitchen employees, 12.25% of the respondents were from accounting Dep., 11% of the respondents were restaurant employees, 10% of the respondents were Maintenance employees, 9.75% of the respondents were food& beverage Dep., 9.5% of the respondents were security employees, and 6.5% of the respondents were H.R Dep. According to the hotel level, 75% of the respondents belong to 5-star hotels. According to the respondents' level of education, 43.8% of the respondents were "Below Bachelor degree", followed by "Bachelor degree" (31.8%), and followed by "Postgraduate" (24.5%). According to the respondents' experience, the half of the respondents (50.3%) have experience from 5 to 7 years, (37.3%) have experience less than 5 years and (12.5%) have experience more than 7 years.

Table (2): Statistics for Employees' Psychological Contract and Factor analysis

Employees' Psychological Contract	Response	Freq	%	Mean	SD	Rank	Loading
Hotel is committed to grant employees freedom and independency in their jobs.	Strongly Disagree	104	26.0	2.79	1.470	7	.984
	Disagree	96	24.0				
	Neutral	51	12.8				
	Agree	76	19.0				
	Strongly Agree	73	18.3				
	Total	400	100				
Hotel is committed to grant employees authorities that helps taking decisions and carrying out work.	Strongly Disagree	130	32.5	2.68	1.551	9	.928
	Disagree	93	23.3				
	Neutral	32	8.0				
	Agree	64	16.0				
	Strongly Agree	81	20.3				
	Total	400	100.				
Hotel grants employees freedom to develop their self-skills in performing	Strongly Disagree	100	25.0	3.14	1.597	5	.953
	Disagree	75	18.8				
	Neutral	0	0				

work.	Agree	116	29.0				
	Strongly Agree	109	27.3				
	Total	400	100				
Hotel determines the responsibilities of each job clearly.	Strongly Disagree	125	31.3	2.67	1.576	10	.976
	Disagree	116	29.0				
	Neutral	12	3.0				
	Agree	57	14.3				
	Strongly Agree	90	22.5				
	Total	400	100				
The employees are allowed to make decisions under their personal responsibility in their jobs.	Strongly Disagree	129	32.3	2.59	1.535	13	.971
	Disagree	121	30.3				
	Neutral	11	2.8				
	Agree	62	15.5				
	Strongly Agree	77	19.3				
	Total	400	100				
Hotel provides enough tools for performing job requirements.	Strongly Disagree	75	18.8	3.38	1.561	2	.946
	Disagree	75	18.8				
	Neutral	10	2.5				
	Agree	101	25.3				
	Strongly Agree	139	34.8				
	Total	400	100				
Hotel presents enough explanation of job responsibilities.	Strongly Disagree	130	32.5	2.61	1.556	12	.972
	Disagree	120	30.0				
	Neutral	4	1.0				
	Agree	66	16.5				
	Strongly Agree	80	20.0				
	Total	400	100				
I feel appreciating my job role as a responsible	Strongly Disagree	70	17.5	3.60	1.515	1	.905
	Disagree	50	12.5				
	Neutral	0					

	Agree	130	32.5				
	Strongly Agree	150	37.5				
	Total	400	100				
I feel appreciating my job role by my colleagues	Strongly Disagree	75	18.8	3.20	1.480	4	.968
	Disagree	75	18.8				
	Neutral	50	12.5				
	Agree	95	23.8				
	Strongly Agree	105	26.3				
	Total	400	100				
Hotel provides enough data about job requirements.	Strongly Disagree	130	32.5	2.62	1.555	11	.975
	Disagree	114	28.5				
	Neutral	12	3.0				
	Agree	63	15.8				
	Strongly Agree	81	20.3				
	Total	400	100				
Hotel explains performing the job clearly.	Strongly Disagree	149	37.3	2.34	1.419	14	.939
	Disagree	120	30.0				
	Neutral	29	7.3				
	Agree	49	12.3				
	Strongly Agree	53	13.3				
	Total	400	100				
Hotel provides accurate data about work hours.	Strongly Disagree	100	25.0	2.98	1.579	6	.966
	Disagree	100	25.0				
	Neutral	5	1.3				
	Agree	95	23.8				
	Strongly Agree	100	25.0				
	Total	400	100				
Hotel provides enough data about the goals of the hotel.	Strongly Disagree	90	22.5	3.23	1.566	3	.946
	Disagree	74	18.5				
	Neutral	0	0				
	Agree	126	31.5				
	Strongly Agree	110	27.5				

	Total	400	100				
The hotel presents enough explanation of policies and organizing procedures followed by the hotel.	Strongly Disagree	100	25.0	2.78	1.519	8	.970
	Disagree	132	33.0				
	Neutral	6	1.5				
	Agree	80	20.0				
	Strongly Agree	82	20.5				
	Total	400	100				
Overall				2.90	1.474		.98

Mean of employees' psychological contract, SD = Standard Deviation, and Sig. = significance degree of one-sample T-Test.

Table (2) viewed that the overall mean of axe was(2.90), while the overall standard deviation was(1.47), It is clear that the direction of the answers is neutral, as the general average is 2.90.The first rank variable was “I feel appreciating my role in my job by responsible.”, where the mean value was (3.60) and the standard deviation was (1.515), followed by "Hotel provides enough tools for performing job requirements" where the mean value was (3.38) and the standard deviation was (1.561), followed by " Hotel provides enough data about the goals of the hotel " where the mean value was (3.23) and the standard deviation was (1.566). On the other hand, the least variables were: “Hotel presents enough explanation of job responsibilities" (Mean= 2.61, SD= 1.556), "The employees are allowed to make decisions under their personal responsibility in their jobs" (Mean= 2.59, SD= 1.535), and the final variable was "Hotel explains performing the job clearly" (Mean= 2.34, SD= 1.419). The factor analysis showed that all the statements (14 statements) were responsible for the Employees' Psychological Contract with a percentage of (98%).

The researcher believes that hotels do not adhere to the psychological contract appropriately.

Table (3): Statistics for the Employees' Organizational Commitment and Factor Analysis

The Employees' Organizational Commitment	Response	Freq.	%	Mean*	SD	Rank	Loading
Salary is suitable for work tasks required by the job.	Strongly Disagree	149	37.3	2.295	1.425	12	.956
	Disagree	144	36.0				
	Neutral	2	.5				
	Agree	50	12.5				
	Strongly Agree	55	13.8				
	Total	400	100.0				
The hotel connects financial compensate on with performance evaluation results.	Strongly Disagree	132	33.0	2.572	1.551	8	.975
	Disagree	123	30.8				
	Neutral	12	3.0				
	Agree	50	12.5				
	Strongly Agree	83	20.8				
	Total	400	100.0				
My salary resembles salaries in other hotels.	Strongly Disagree	100	25.0	3.007	1.550	3	.947
	Disagree	85	21.3				
	Neutral	20	5.0				
	Agree	102	25.5				
	Strongly Agree	93	23.3				
	Total	400	100.0				
Hotel is committed to grant employees	Strongly Disagree	50	12.5	3.760	1.451	1	.830

normal vacations.	Disagree	60	15.0				
	Neutral	0	0				
	Agree	116	29.0				
	Strongly Agree	174	43.5				
	Total	400	100.0				
Hotel is committed to grant employees full paid vacations to develop their educational level.	Strongly Disagree	119	29.8	2.587	1.487	7	.973
	Disagree	133	33.3				
	Neutral	10	2.5				
	Agree	70	17.5				
	Strongly Agree	68	17.0				
	Total	400	100.0				
Hotel is committed to grant employees an emergent vacations.	Strongly Disagree	69	17.3	3.492	1.474	2	.883
	Disagree	57	14.3				
	Neutral	2	.5				
	Agree	152	38.0				
	Strongly Agree	120	30.0				
	Total	400	100.0				
Hotel grants employees no-paid vacations.	Strongly Disagree	159	39.8	2.255	1.412	13	.957
	Disagree	131	32.8				
	Neutral	9	2.3				
	Agree	51	12.8				
	Strongly Agree	50	12.5				
	Total	400	100.0				
The hotel connects entertainment with	Strongly Disagree	119	29.8	2.727	1.532	5	.959

performance levels.	Disagree	111	27.8				
	Neutral	0	0				
	Agree	100	25.0				
	Strongly Agree	70	17.5				
	Total	400	100.0				
The hotel provides a fair entertainment chances among employees.	Strongly Disagree	129	32.3	2.455	1.411	10	.968
	Disagree	136	34.0				
	Neutral	2	.5				
	Agree	90	22.5				
	Strongly Agree	43	10.8				
	Total	400	100.0				
Standards and basis of entertainment are clear for all.	Strongly Disagree	169	42.3	2.1625	1.411	15	.943
	Disagree	131	32.8				
	Neutral	8	2.0				
	Agree	50	12.5				
	Strongly Agree	42	10.5				
	Total	400	100.0				
I feel job safety in my work at the hotel.	Strongly Disagree	149	37.3	2.230	1.384	14	.941
	Disagree	156	39.0				
	Neutral	1	.3				
	Agree	42	10.5				
	Strongly Agree	52	13.0				
	Total	400	100.0				
The hotel applies fair procedures of	Strongly Disagree	140	35.0	2.380	1.419	11	.968

evaluating performance among the employees.	Disagree	135	33.8				
	Neutral	6	1.5				
	Agree	71	17.8				
	Strongly Agree	48	12.0				
	Total	400	100.0				
Hotel is committed to items of the contract upon employment.	Strongly Disagree	109	27.3	2.832	1.533	4	.962
	Disagree	100	25.0				
	Neutral	21	5.3				
	Agree	89	22.3				
	Strongly Agree	81	20.3				
	Total	400	100.0				
The hotel applies fair punishment procedures among the employees.	Strongly Disagree	146	36.5	2.592	1.411	6	.966
	Disagree	23	5.8				
	Neutral	130	32.5				
	Agree	50	12.5				
	Strongly Agree	51	12.8				
	Total	400	100.0				
Resources are distributed fairly among the employees	Strongly Disagree	132	33.0	2.557	1.492	9	.974
	Disagree	115	28.8				
	Neutral	12	3.0				
	Agree	80	20.0				
	Strongly Agree	61	15.3				
	Total	400	100.0				
Overall				2.660	1.383	.000	.99

Mean of Employees' Organizational Commitment, SD = Standard Deviation, and Sig. = significance degree of one-sample T-Test. Table (3) concluded that the overall mean of axe was (2.66), while the overall standard deviation was(1.383), It is clear that the direction of the answers is neutral, as the general average is 2.66. The first rank variable was “Hotel is committed to grant employees normal vacations.”, where the mean value was (3.760) and the standard deviation was (1.451), followed by " Hotel is committed to grant employees an emergent vacations" where the mean value was (3.492) and the standard deviation was (1.474), followed by “My salary resembles salaries in other hotels" where the mean value was (3.007) and the standard deviation was (1.550). On the other hand, the least variables were: “Hotel grants employees no-paid vacations" (Mean= 2.255, SD= 1.412), "I feel job safety in my work at the hotel" (Mean= 2.230, SD= 1.384), and the final variable was "Standards and basis of entertainment are clear for all" (Mean= 2.1625, SD= 1.411). The factor analysis shown that all the statements (15 statements) were responsible for the employees' organizational commitment with a percentage of (99%). The researcher believes that hotels do not adhere to the Organizational Commitment appropriately.

Table (4): Statistics for the employees' Performance & Production and Factor analysis

The employees' Performance & Production	Response	Freq.	%	Mean*	SD	Rank	Loading
The hotel provides a safe work environment for the employees.	Strongly Disagree	71	17.8	3.4550	1.564	1	.917
	Disagree	76	19.0				
	Neutral	3	.8				
	Agree	100	25.0				
	Strongly Agree	150	37.5				
	Total	400	100.				
The hotel allows the employees to participate in making decisions.	Strongly Disagree	129	32.3	2.6525	1.574	6	.980
	Disagree	111	27.8				

	Neutral	20	5.0				
	Agree	50	12.5				
	Strongly Agree	90	22.5				
	Total	400	100				
The employees are given observation, directing and supporting by the supervisors.	Strongly Disagree	69	17.3	3.2525	1.527	4	.936
	Disagree	101	25.3				
	Neutral	10	2.5				
	Agree	100	25.0				
	Strongly Agree	120	30.0				
	Total	400	100				
The hotel provides specialized training programs for the employees.	Strongly Disagree	139	34.8	2.5650	1.507	9	.978
	Disagree	101	25.3				
	Neutral	15	3.8				
	Agree	85	21.3				
	Strongly Agree	60	15.0				
	Total	400	100				
The hotel provides training chances and acquiring new skills for the employees.	Strongly Disagree	134	33.5	2.5800	1.536	8	.979
	Disagree	116	29.0				
	Neutral	6	1.5				
	Agree	72	18.0				
	Strongly Agree	72	18.0				
	Total	400	100				
The hotel provides training programs	Strongly Disagree	142	35.5	2.5550	1.56	9	.979

for the employees repeatedly	Disagree	111	27.8				
	Neutral	10	2.5				
	Agree	57	14.3				
	Strongly Agree	80	20.0				
	Total	400	100				
The hotel provides training chances for the employees to communicate in work field.	Strongly Disagree	119	29.8	2.4400	1.377	12	.964
	Disagree	151	37.8				
	Neutral	10	2.5				
	Agree	75	18.8				
	Strongly Agree	45	11.3				
	Total	400	100				
- The hotel provides training chances for the employees to prepare them for better jobs.	Strongly Disagree	119	29.8	2.4275	1.367	13	.964
	Disagree	151	37.8				
	Neutral	15	3.8				
	Agree	70	17.5				
	Strongly Agree	45	11.3				
	Total	400	100				
The hotel supports the employees to get a good insurance and retiring system.	Strongly Disagree	79	19.8	3.4275	1.594	2	.917
	Disagree	71	17.8				
	Neutral	0	0				
	Agree	100	25.0				
	Strongly Agree	150	37.5				

	Total	400	100				
The hotel provides a good health insurance for the employees.	Strongly Disagree	67	16.8	3.3875	1.500	3	.928
	Disagree	81	20.3				
	Neutral	2	.5				
	Agree	130	32.5				
	Strongly Agree	120	30.0				
	Total	400	100				
The level of performance evaluation is related to financial or moral motives.	Strongly Disagree	109	27.3	2.7375	1.509	5	.963
	Disagree	121	30.3				
	Neutral	9	2.3				
	Agree	88	22.0				
	Strongly Agree	73	18.3				
	Total	400	100				
Performance evaluation is made according to clear standards.	Strongly Disagree	149	37.3	2.3675	1.474	14	.959
	Disagree	133	33.3				
	Neutral	0	0				
	Agree	58	14.5				
	Strongly Agree	60	15.0				
	Total	400	100				
The items and results of performance evaluation are discussed with the employees by hotel management.	Strongly Disagree	134	33.5	2.4675	1.504	11	.968
	Disagree	141	35.3				
	Neutral	1	.3				
	Agree	52	13.0				

	Strongly Agree	72	18.0				
	Total	400	100				
The results of performance evaluation are reported to the employees.	Strongly Disagree	129	32.3	2.4775	1.491	10	.967
	Disagree	146	36.5				
	Neutral	0	0				
	Agree	55	13.8				
	Strongly Agree	70	17.5				
	Total	400	100				
Overall				2.7709	1.442	.000	.976

Mean of employees' Performance & Production, SD = Standard Deviation, and Sig. = significance degree of one-sample T-Test.

Table (4) concluded that the overall mean of axe was(2.77), while the overall standard deviation was(1.44), It is clear that the direction of the answers is neutral, as the general average is (2.77). The first rank variable was “The hotel provides a safe work environment for the employees”, where the mean value was (3.4550) and the standard deviation was (1.564), followed by "The hotel supports the employees to get a good insurance and retiring system" where the mean value was (3.4275) and the standard deviation was (1.594), followed by " The hotel provides a good health insurance for the employees" where the mean value was (3.3875) and the standard deviation was (1.500). On the other hand, the least variables were: “The hotel provides training chances for the employees to communicate in work field" (Mean= 2.4400, SD= 1.377), "The hotel provides training chances for the employees to prepare them for better jobs" (Mean= 2.4275, SD= 1.367), and the final variable was "Performance evaluation is made according to clear standards" (Mean= 2.3675, SD= 1.474).

The factor analysis shown that all the statements (14 statements) were responsible for the employees' Performance & Production with a percentage of (97.6%).

The researcher believes that hotels are neutral in providing benefits and suitable environment for increasing employees' Performance & Production.

PART TWO: TEST OF HYPOTHESES

The differences tests (ANOVA and T-test) were used to test the first hypothesis. According to the second and third hypotheses, the regression coefficients were used to test them.

H1a: There were statistically significant differences between the sample demographics (Age categories, Gender, Region, and Hotel level) with regard to the employees' psychological contract.

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

Employees' Psychological Contract	Age	
	F	Sig.
The overall	2156.36	.000

Table (5) 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 statements of the employees' psychological contract. This result indicated that the H1a of the study was accepted.

Table (6): 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	.000
			Over 50 years old	.000

The LSD (Least Significant Difference) test was calculated to determine the sources of differences. Table (6) showed that there were statistically significant differences between all age categories concerning the study employees' psychological contract (Sig.<0.05), 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 7).

Table (7): 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 (8): 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 (8), independent sample T-test used to test the differences between the two groups, it was noticeable that the significance levels for all statements were less than (0.05), this means that there were statistically significant differences between males and females concerning the employees' psychological contract (Sig. < 0.05), This difference was in favor for females (Mean 4.746), this result indicated that the H1a was accepted.

Table (9): 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 (9), it was noticeable that the significance levels for all statements 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 H1a was accepted.

Table (10): Differences between four- and five-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 (10), it was noticeable that the significance levels for all statements were less than (0.05), this means that there were statistically significant differences between 5 and 4 star hotels concerning the employees' psychological contract (Sig. < 0.05), This difference was in favor for 4 star hotels (Mean 4.869), this result indicated that the H1a was accepted.

H1b: There were statistically significant differences between the sample demographics (Age categories, Gender, Region, and Hotel level) with regard to the employees' organized commitment.

Table (11): Differences between age categories concerning the employees' organizational commitment

Employees' organizational commitment	Age categories	
	F	Sig.
The over all	1853.63	.000

Table (11) illustrated the one-way ANOVA to analyze the differences between age categories with respect to the employees' organizational commitment. The results showed that the significance levels for all variables statements were less than 0.05. This means that there were statistically significant differences between age categories with respect to all statements of the employees' organizational commitment. This result indicated that the H1b was accepted.

Table (12): LSD between age categories concerning employees' organizational commitment

Variable		(I) Age	(J) Age	Sig.
The employees' organizational 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 (12) showed that there were statistically significant differences between all age categories concerning the study employees' organizational commitment. (Sig.<0.05), 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 13).

Table (13): Means of age categories concerning employees' organizational commitment

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

Table (14): Differences between males and females concerning the employees' organizational commitment

Employees' organizational 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 (14), it was noticeable that the significance levels for all statements were less than (0.05), this means

that there were statistically significant differences between males and females concerning the employees' organizational commitment (Sig. < .05), This difference was in favor for females (Mean 4. 469), this result indicated that the H1b was accepted.

Table (15): Differences between Luxor and Aswan concerning the employees' organizational commitment

Employees' organizational 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 (16), it was noticeable that the significance levels for all variables statements were less than (0.05), this means that there were statistically significant differences between Luxor and Aswan hotels concerning the employees' organizational commitment (Sig. < 0.05), This difference was in favor for Aswan (Mean 3. 82), this result indicated that the H1b was accepted.

Table (17): Differences between five Star and four Star concerning the employees' organizational commitment

Employees' organizational 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 (17), 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 (H1b) 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 (18): Differences between age categories concerning the employees' performance & production

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

Table (18) 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 statements were less than 0.05. This means that there were statistically significant differences between age categories with respect to all

statements of the employees' performance & production. This result indicated that the H1c was accepted.

Table (19): 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 (19) showed that there were statistically significant differences between all age categories concerning the employees' performance & production (Sig. <0.05). 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 20).

Table (20): 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 (21): 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 (21), it was noticeable that the significance levels for all statements were less than (0.05), this means that there were statistically significant differences between males and females concerning the employees' performance & production (Sig. < 0.05), This difference was in favor for females (Mean 4.67), this result indicated that the H1c was accepted.

Table (22): 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 (22), it was noticeable that the significance levels for all statements were less than (0.05), this means that there were statistically significant differences between Luxor and Aswan hotels concerning the employees' performance & production (Sig. < 0.05), This difference was in favor for Aswan (Mean 3. 98), this result indicated that the H1c of the study was accepted.

Table (23): Differences between 5 Star and 4 Star concerning the employees' performance & production

Employees' performance & production	Group	Mean*	SD	T-Test	
				T	Sig.
The overall	5 Star	2.107	.990	-26.43	.000
	4 Star	4.762	.275		

From the results shown in table (23), it was noticeable that the significance levels for all statements were less than (0.05), this means that there were statistically significant differences between 5 and 4 star hotels concerning the employees' performance & production (Sig. < 0.05), This difference was in favor for 4 star hotels (Mean 4. 762), this result indicated that the H1c was accepted.

TEST OF THE SECOND HYPOTHESIS OF THE STUDY

H2: There is statistically significant influence of Employees' Psychological Contract on Employees' Performance and Production.

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

Table (24): The influence of Employees' Psychological Contract on Employees' Performance & Production

Independent variable	R	R ²	Std. Error of the Estimate	ANOVA Sig	Constant	B
Employees' Psychological Contract	.992	.983	.187	.000	-.046	0.970

Table (24) 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 was accepted. The following equation was suggested:

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

TEST OF THE THIRD HYPOTHESIS OF THE STUDY

H3: There is statistically significant influence of Employees' Organizational Commitment on Employees' Performance & Production. Linear regression coefficient was used to test the third hypothesis as follows:

Table (25): The influence of Employees' Organizational Commitment on Employees' Performance & Production

Independent variable	R	R ²	Std. Error of the Estimate	ANOVA Sig	Constant	B
Employees' Organizational Commitment	.993	.986	.169	.000	.016	1.035

Table (25) stated that there is a strong correlation between employees' organized commitment and employees' performance & production (R= 0.993), the coefficient of determination (R²) 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' organizational commitment has a statistically significant influence on employees' performance & production at a significant level of 0.05. This result coincided that the H3 was accepted. The following equation was suggested:

$$\text{Employees' performance \& production} = 0.016 + (1.035 * \text{employees' organizational commitment})$$

THE RESEARCH MODEL

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

Table (26): multiple regression of (employees' psychological contract and employees' organized commitment) on Employees' performance & production

Independent variables	R	R ²	Std. Error of the Estimate	ANOVA Sig	Constant	B
employees' psychological contract	0.995	0.991	0.139	.0.000	-.027	.424
employees' organizational commitment						.589

From table(26), (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.

RESEARCH MODEL

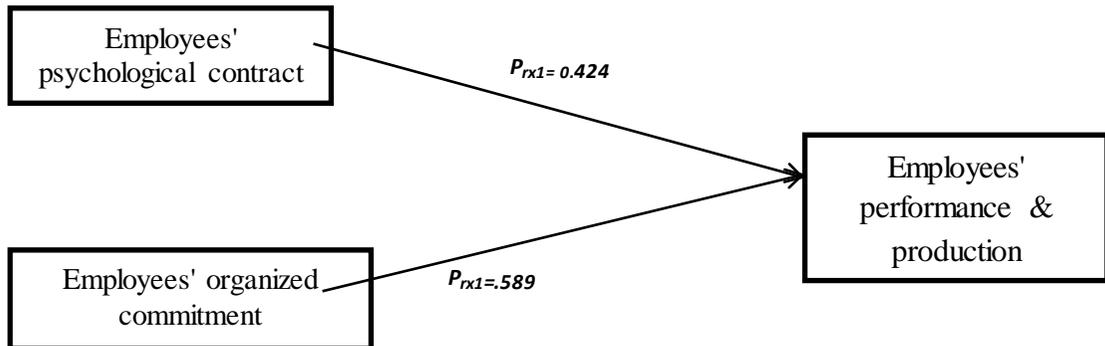


Figure 1: Research model

CONCLUSION

The research concluded that the Employees in Luxor and Aswan hotels feel appreciating their role in job by responsible, hotels provide enough data about job requirements, hotels provide accurate data about work hours, hotels are committed to grant employee's freedom and independency in their jobs, the employees are allowed to make decisions up to their Personal responsibility in their jobs, hotels are committed to grant employee's authorities that enable them taking decisions and carrying out work, Hotels are committed to items of the contract upon employment, The hotels connect entertainment with performance levels, Hotels are committed to grant employees an emergent vacations and normal vacations, Hotels are committed to items of the contract upon employment, the employees are given observation, directing and supporting by the supervisors, Hotels provide a safe work environment for the employees, Hotels support the employees to have a good insurance and retiring system, there is statistically significant influence of Employees' Psychological Contract on Employees' Performance & Production and there is statistically significant influence of Employees' Organizational Commitment on Employees' Performance & Production.

RECOMMENDATIONS FOR HOTELS MANAGERS AND EMPLOYEES

1. Hotels managers must grant employees authorities that help taking decisions and carrying out work.
2. Hotels managers have to give employees freedom to develop their soft-skills in performing work.
3. Hotels managers should determine the responsibilities of each job clearly.
4. The employees must be allowed to make decisions up to their Personal responsibility in their jobs.
5. Employees' salaries in hotels should be suitable for work tasks required by the job.
6. Hotels managers must connect financial compensate to performance evaluation results.
7. Employees should feel job safety in their work at the hotels.
8. Hotels managers should apply fair procedures of evaluating performance among the employees.
9. Hotels management must commit to items of the contract upon employment.
10. The items and results of performance evaluation should be discussed with the employees by hotel management.
11. Hotels should provide training chances and acquiring new skills for the employees.

RESEARCH CONTRIBUTION

This research contributed to highlighting the impact of psychological contract and organizational commitment on the performance and productivity of employees in Luxor and Aswan hotels from the employees' point of view.

RESEARCH LIMITATIONS

Time Limitations: This research was conducted between February 2022 and September.

Place Limitations: Luxor and Aswan governorates

Human Limitations: - employees in hotels in Luxor and Aswan

Topic Limitations: - psychological contract and organizational commitment

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