



Examining the Relationship Between Job Insecurity, Organizational Commitment and Turnover Intention in the COVID-19 Process

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Abstract

With the onset of the COVID-19 pandemic, many sectors have begun to be affected. The tourism sector is one such sector and has been heavily affected by restrictions on international movement of. Affected by this situation, hotels have decided to close their doors or have adopted a limited-service approach. For this reason, tourism employees have become unable to see their way in an uncertain process and have encountered different practices such as hourly paid work, being sent on unpaid leave, and being given a short-term employment allowance. The reflections of this negative impact on the employees are a matter of curiosity. In this context, this study aims to reveal the relationship between job insecurity, organizational commitment, and turnover intention in five-star hotels during the COVID-19. To enable this, data were collected using a questionnaire. The study results support the conceptual model that includes the variables of job insecurity, organizational commitment, turnover intention and organizational response to COVID-19. Organizational Response to COVID-19 was found to have a negative and significant effect on job insecurity and also to have a positive and significant effect on organizational commitment. Job insecurity has a negative and significant effect on organizational commitment. Organizational commitment has a negative and significant effect on turnover intention and job insecurity was found to have a positive and significant effect on turnover intention.

Keywords

Affective commitment, Normative commitment, Job insecurity, Hotel employees, Turnover intention, Pandemic

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Introduction

A crisis is an unexpected, suddenly developing, faced without any preparation and fast-moving situation (Akdağ, 2005: 3). It possesses latent risks and opportunities (Canyon, 2020: 6). During a crisis, organizations need to take measures to ensure sustainable development. COVID-19 is considered the worst global crisis since the Second World War and is seriously affecting public health. It has also caused unprecedented disruptions in economies and labour markets (Vo-Thanh, Van Vu, Nguyen, Nguyen, Zaman & Chi, 2021a). Concrete steps are needed to re-evaluate current business practices and rapidly develop innovative strategies that protect the health and safety of both guests and employees to save hotels (Sharma, Shin, Maria & Nicolau, 2021). In this process, the job security of hotel employees depends on the current and future actions taken by the hotels in the COVID-19 crisis, and the perceived job security increases the organizational commitment of the employees (Filimonau, Derqui & Matute, 2020).

It is predicted that employees who work in hotels that had a limited capacity or who closed their doors during the COVID-19 process, have thoughts such as fear of losing their job and changing jobs. In this context, do the internal customers, who are very valuable for hotels, have job anxiety about turnover intention considering their organizational commitment? Although there are studies on organizational commitment, job insecurity and turnover intention for hotels during the COVID-19 process (Elshaer & Azazz, 2022; Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021b; Ağbay & Akbudak, 2021; Filimonau, Derqui & Matute, 2020), the absence of a study examining the relationship of the concepts together has been decisive in choosing to conduct this study. Furthermore, no study has been found on employees of five-star hotels in Istanbul. In this context, it is thought that the study is important both in terms of its subject and application area. The aim of this study was to evaluate how employees were affected during the COVID-19 process and whether this effect created job insecurity and accordingly, the effect on their turnover intention. In addition, the relationship between job insecurity and turnover is also evaluated with organizational commitment. The study aims to contribute to the literature on job insecurity and turnover intention of employees in times of crisis. Moreover, the effect of organizational commitment on employees' turnover intention and the effect of feelings of job insecurity on leaving the job during crisis periods will guide the sector managers in their human resource planning.

Literature Review

Organizational Response to COVID-19

Every business must adopt an effective COVID-19 response plan to stay competitive and retain their employees during and after the pandemic. When a pandemic breaks

out, the business can become a place of high risk of infection, and employees can feel vulnerable, anxious, fearful, panicked or even exhausted. Therefore, the business must take prompt and adequate measures to build trust and reassure employees (Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021b).

Past experiences of crisis and disaster should have prompted hotels to invest in contingency planning so that they can anticipate how the future may develop and assign specific roles and tasks within the appropriate response to COVID-19 given the available resources (Sigala, 2020; Filimonau, Derqui & Matute, 2020). At the same time, hotel managers should pay attention to the needs and psychological state of the employees during the crisis, provide positive and sufficient safety information to the employees and demonstrate the crisis response capabilities of the hotel. They should encourage positive information such as hotel security response strategies and the effectiveness of security management, thus reducing the perceived risk to employees (Zhang, Xie, Wang, Morrison, & Stefaniak, 2020). All these measures, which have emerged as a corporate response to the pandemic, may positively affect the perceived job security of senior hotel managers and thus be reflected in their commitment to stay in current employment after COVID-19 ends (Filimonau, Derqui & Matute, 2020).

Institutional response to any disaster and crisis needs to be timely, transparent and robust, but some key contextual factors (i.e., hotel sizes, hotel resources, and government regulations/support) also appear to have strong effects on the hotels' responses to crises (Filimonau, Derqui & Matute, 2020; Le & Phi, 2021). On the other hand, hotels which are organizationally more resilient are more active in implementing effective responses to the COVID-19 crisis. Organizational flexibility facilitates the capacity of hotels to respond to the current pandemic and all future crises through careful implementation of actions that can ensure business survival in the long run (Filimonau, Derqui & Matute, 2020). Therefore, the measures taken by hotels against the pandemic, their innovative strategies and their intervention methods may differ.

It can be seen that hotels have implemented several innovations, especially in response to the COVID-19 crisis. These innovations include raising hygiene standards, having procedures that ensure social distance, and regulations in reservation and cancellation policies (Shin & Kang, 2020). In addition to hygiene and protection, it is also known that hotels have taken some measures such as the reorganization of the servicescape, investments in technology and digital innovations, reorganization of customer waiting time, personnel training and up-to-date communication (Bonfanti, Vigolo & Yfantidou, 2021). In response to the COVID-19 crisis experienced by five-star chain-managed hotels, it can be seen that they take measures in the form of

offering competitive prices, donating meals and critical materials to the community, enforcing cleaning standards and disinfection rules, introducing new cleaning technologies, providing flexibility in reservation and cancellation policies, training employees on new cleaning standards, infection prevention and safety procedures, and discounts for customers. Moreover, it is noteworthy that some practices such as employees taking unpaid leave, layoffs, stopping the renewal of contracts, non-payment of salaries, cutting salaries, and making tax and insurance deductions from salaries have been implemented (Salem, Elkhwesly & Ramkissoo, 2021).

Organizational Commitment

Like many constructs in organizational psychology, commitment has been conceptualized and measured in various ways (Allen & Meyer, 1990). When the definitions of organizational commitment are examined, Porter, Steers, Mowday and Boulian (1974: 604) defined organizational commitment as *“the strength of an individual’s identification with and involvement in a particular organization”*. According to Mowday, Steers, and Porter (1979: 226), it is *“an active relationship with the organization such that individuals are willing to give something of themselves to contribute to the organization’s wellbeing”*. While Reichers (1986: 508) defined it as *“a belief in and willingness to exert effort on behalf of organizational goals and values”*, Chang (2008: 279) defined it as *“congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization”*. Allen and Meyer (1990: 14) stated that *“a psychological state that binds the individual to the organization (i.e., makes turnover less likely)”*.

The literature review shows that the relationship between organizational commitment and various concepts has been investigated. According to the studies, there is a significant relationship between organizational commitment and job satisfaction (Öztürk, Hançer, & Im, 2014; Günlü, Aksaraylı, & Perçin, 2010), while a high level of organizational commitment reduces the intention to leave (Kang, Gatling, & Kim, 2015), and has positive effects on attitudinal loyalty (Yao, Qiu, & Wei, 2019). In addition, it can be seen that organizational education affects organizational commitment positively (Bulut & Çulha, 2010), and service quality is positively affected by the impact of organizational commitment (Dhar, 2015). Additionally, working conditions, direct rewards, relations with managers and human resources policies are related to developing a high level of organizational commitment in the business (Almeida, Monroy & Perez, 2015).

Commitment is characterized by at least three factors: (1) a strong belief in and acceptance of the organization’s goals and values, (2) a willingness to exert considerable effort on behalf of the organization and (3) a firm desire to maintain

organizational membership (Porter, Steers, Mowday & Boulian, 1974: 604). In addition, organizational commitment is evaluated with three components - affective, continuance and normative. Affective commitment is “an emotional attachment to, identification with, and involvement in, the organization”. Continuance commitment is “based on the costs that employees associate with leaving the organization”. A normative component is “the feelings of obligation to remain with the organization” (Allen & Meyer, 1990: 1). Employees with a strong affective commitment continue to work in the organization because they want to, those with strong continuance commitment have to do so, and those with strong normative commitment think they should do it (Meyer & Allen, 2004: 2). The most common approach to organizational commitment in the literature is that the individual who is strongly committed to the organization identifies with the organization, takes part in the organization and enjoys membership in the organization, which is accepted as an emotional commitment to the organization (Allen & Meyer, 1990).

Turnover Intention

The relationship between an organization and its employees is both critical and fragile. Also, continuing with their jobs or leaving the organization is shaped by many factors such as organizational culture and relational satisfaction (Kim, Tam, Kim, & Rhee, 2017: 308). Hotels in the service sector are labor-intensive businesses and service quality is shaped by “human” qualities. Therefore, the human element is a key resource for the hotel industry. Employee turnover rate is high in hotels, which makes it difficult to provide a workforce, increases personnel expenditures and training costs, and increases the probability of losing excellent employees (Chang & Chang, 2008; Cho & Son, 2012; Gok, Akgunguz & Alkan, 2017).

Turnover is expressed as “*the action of leaving an organization by his/her will*” (Cho & Son, 2012: 105). Turnover is classified as functional turnover and dysfunctional turnover. Functional turnover (low performance) means that the organization evaluates the employee negatively and the organization wishes the employee to leave or the employee wants to leave. In order to ensure the interests of the organization, such employees should be excluded from the system. On the other hand, dysfunctional turnover (high performance) means the organization evaluates the employees positively and wants the employees to continue to work, but the employees leave. Whether leaving the job voluntarily or involuntarily, the behaviour of the employees after leaving the job is considered as leaving the job (Chang & Chang, 2008). Turnover intention is expressed as “*a conscious and deliberate willfulness to leave the organization*” (Tett & Meyer, 1993: 262). Turnover intention is the psychology or thought process before forming the behaviour of leaving the job. Therefore, it is believed that the intention to leave can be regarded as an idea or

thought. Regardless of the effect, when the employee creates the thought of leaving the current service area, it is considered as turnover intention (Chang & Chang, 2008).

A number of factors have been considered as the antecedents of turnover intention, and these are organizational, job, employees and external factors. Organizational factors include organizational characteristics, organizational climate/culture, and interpersonal relations in organizations. Job-related factors include role stress, work intensity, financial rewards, characteristics of working conditions, and employee access to power. Employee factors include demographic factors and behavioural/attitudinal reactions of employees. Finally, work-life balance is an example of an external factor taking place in the foreign labour market (Takase, 2010). When turnover intention studies are examined, it can be seen that the probability of employees having turnover intention is lower in the presence of an organization-employee relationship (Kim, Tam, Kim & Rhee, 2017). It has been determined that employees over 40 years old and married do not have a clear turnover intention and are more motivated to work compared to younger and single employees (Bajrami, Terzic, Petrovic, Radovanovic, Tretiakova, & Hadoud, 2021). It has been demonstrated that employee engagement to work fully mediates the relationship between job insecurity perceptions and turnover intention (Jung, Jung, & Yoon, 2021). With the emergence of the COVID-19 pandemic, which affects many areas of life, employees may expect more from the businesses they work for, beyond the measures taken, in order to address their concerns about health and safety (Ayyıldız, Çam & Kuş, 2021). Therefore, it is important for hotels to increase their efforts to create a high level of customer-service awareness, improve service quality and reduce employee turnover (Chang & Chang, 2008).

Job Insecurity

Job insecurity as a work-related stress factor has been studied for over thirty years and the concept is associated with results such as decreased job satisfaction, organizational commitment and performance, as well as increased sickness and employee turnover rates (Pienaar, De Witte, Hellgren & Sverke, 2013). First of all, when the concept of occupational safety is examined, Probst (2002) defines occupational safety as “*the perceived stability and continuity of one’s job as one knows it*”. The aforementioned definition states that the employee’s perception of occupational safety can be affected by both the continuation of the job and the stability according to the desired characteristics of the job. It is claimed that job insecurity exists when the employee perceives that the future of the job is unstable or at risk (Probst, 2003: 452). When the definitions of job insecurity are examined, Greenhalgh and Rosenblatt (1984) state job insecurity as “*the perceived powerlessness to maintain the desired continuity in a threatened job situation*” (De Witte, 2005: 1), while Sverke, Hellgren and Naswall (2002: 243) define it as “*the subjectively perceived likelihood of involuntary job*

loss". Focusing on the subjective experience of the individual points to a difference between perceptions and objective reality and emphasizes how interpretations of a situation constitute subjective reality. Therefore, two employees in the same situation may experience different degrees of job insecurity because they will perceive and interpret the situation differently.

The hotel industry experienced an employment shock earlier than other industries, with a sharp decline in the number of employees and a dramatic increase in the amount of temporary leave (Jung, Jung & Yoon, 2021). Considering that COVID-19 has already transformed into a labour market and economic crisis, organizational restructuring through downsizing has become a common solution (Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021a). Therefore, the global crisis inevitably changed the normal perception of job insecurity. Job insecurity levels increase due to the unpredictability of the duration and severity of the crisis (Bajrami, Terzic, Petrovic, Radovanovic, Tretiakova & Hadoud, 2021). Job insecurity experienced during the pandemic has also been reflected in the reactions and behaviours of employees. It has been revealed that employees' perceptions of job insecurity have a negative effect on their commitment (Jung, Jung & Yoon, 2021), while perceived job insecurity is a strong predictor of job motivation, job satisfaction, and turnover intention. Worrying about the negative effects of potentially dangerous working conditions and questioning the rationale for exposing themselves to such risks reduces their motivation and job satisfaction. However, feeling insecure at work seems to be an important predictor of high turnover intention. Alongside this, increased job insecurity caused by COVID-19 is seen as a strong predictor of turnover intention as employees are considering looking for a new job despite being "survivors" (Bajrami, Terzic, Petrovic, Radovanovic, Tretiakova & Hadoud, 2021). Furthermore, it has been revealed that the job insecurity experienced by hotel employees during the COVID-19 process has significant effects on the anxiety and depression levels of the employees (Quintana, Nguyen, Cabrera, & Diaz, 2021).

During COVID-19, when a business implements good responses to the crisis, employees believe that the business has a positive orientation towards their health, work and well-being. This, in turn, helps employees feel confident about their job and respond in the form of positive behaviours and attitudes such as job performance (Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021b). At the same time organizational response to COVID-19 affects perceived job security and enhances managers' organizational commitment (Filimonau, Derqui & Matute, 2020). In this context, we propose the following hypothesis:

H₁: Organizational response to COVID-19 has a significant positive influence on organizational commitment.

Measures that emerged as an institutional response to the pandemic will increase their satisfaction with the COVID-19 response, which means the general perception of the employees regarding the support and assistance provided by their employers in the fight against the pandemic, and will make the employees feel that they have support in coping with this crisis (Mao, He, Morrison, & Stefaniak, 2021). Thus, the perceived job security of the employees will be affected positively (Filimonau, Derqui & Matute, 2020). During COVID-19, when a business has implemented good responses to the crisis, employees believe that the business has a positive orientation towards their work. Thus, employees can feel safe about their work (Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021b). In this context, we propose the following hypothesis:

H₂: Organizational response to COVID-19 has a significant negative influence on job insecurity.

It can be seen that there is a negative relationship between job insecurity and organizational commitment (Vujicic, Jovicic, Lalic, Gagic & Cvejanov, 2015). It is thought that there will be a negative relationship between job insecurity and organizational commitment during COVID-19. We propose the following hypothesis:

H₃: Job insecurity has a significant negative influence on organizational commitment.

The common point of the commitment studies examined in the literature is that commitment is associated with turnover. Employees with strong commitment are the least likely to leave an organization (Allen & Meyer, 1990). There are also studies showing a negative relationship between organizational commitment and turnover intention in hotels (Lee, Huang, & Zhao, 2012; Kalidass & Bahron, 2015). Based on this research, we propose the following hypothesis:

H₄: Organizational commitment has a significant negative influence on turnover intention.

The prevalence of job insecurity after the COVID-19 pandemic appears to be a strong predictor of turnover intention among hotel employees and positively and significantly affects their turnover intention (Alyahya, Elshaer, & Sobaih, 2022; Bajrami, Terzic, Petrovic, Radovanovic, Tretiakova & Hadoud, 2021; Jung, Jung & Yoon, 2021). Based on this research, we propose the following hypothesis:

H₅: Job insecurity has a significant positive influence on turnover intention.

Based on the literature, our model is shown in Figure 1.

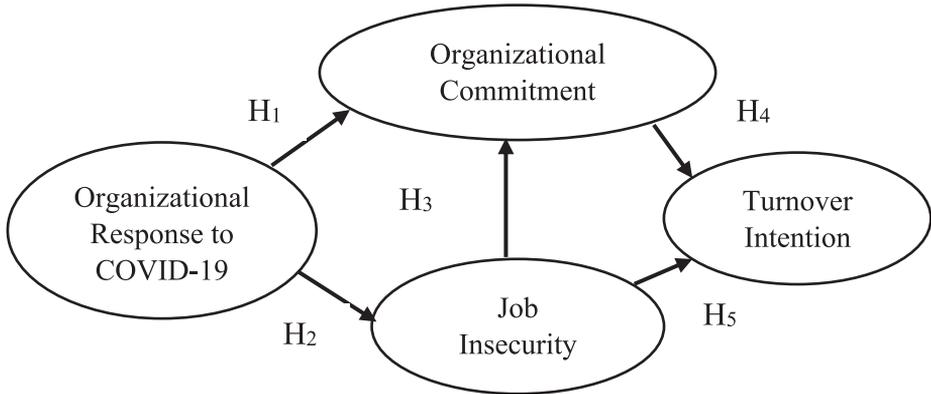


Figure 1. Research model.

Methodology

Sampling and Data Collection

The population of the study consists of employees of a five star hotel operating in Istanbul. The fact that Istanbul has the highest number of international chain groups and brands and bed capacity has been effective in the selection of Istanbul. (Ministry of Culture and Tourism, 2021). Due to the COVID pandemic, convenience and purposeful sampling methods were chosen in data collection. Data were collected with an online questionnaire in 2021. In total 130 useable questionnaires were obtained. Due to the closed or limited capacity of the hotels during the pandemic, a limited number of employees were reached. According to Hair, Hult, Ringle and Sarstedt (2014: 20) “the minimum sample size should be 10 times the maximum number of arrowheads pointing at a latent variable anywhere in the PLS path model”. It means, based on the organizational commitment scale consisting of 12 items, 120 data is considered sufficient. Partial Least Squares (PLS) path modelling which is used for small sample size, was employed to test the research model (Ringle, Wende & Becker, 2015).

Measurement

The questionnaire consisted of two parts. The first part consists of demographic questions, while the second part contains measure items of job insecurity, organizational commitment, turnover intention and organizational response to COVID-19. A five point Likert scale was used where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5 = strongly agree.

Scales from previous studies were used to measure the constructs. Organizational commitment was measured using 12 items adapted from Meyer and Allen (2004). Job insecurity was measured using 8 items which which developed by De Witte (2000)

and then simplified by Pienaar, De Witte, Hellgren, and Sverke (2013). The turnover intention was measured using 6 items adapted from Dwivedi (2015). Organizational response to COVID-19 was adapted from Filimonau, Derqui and Matute (2020).

Findings

When the demographic findings of the participants were examined, 49.2% of the participants were women and 50.8% were men. Considering the level of education, the majority (47.7%) had a bachelor’s degree. According to the data obtained, 33.87% of them were associate degree graduates. In terms of age groups, 40% of the participants were in the 26-35 age range, 28.5% were 25 and under, 25.4% were in the 36-45 age range. The number of participants aged 46 and over was 6.2%. Their marital status was 46.2% single and 53.8% married.

Assessment of the Measurement Model

When the reliability and validity values of the model were examined, it was apparent that the factor loads of some items were below 0.7 (Hair, Ringle & Sarstedt, 2013). If the factor load is 0.6, it may not be removed if it does not make any changes in the value (Hair, Hult, Ringle & Sarstedt 2017). So only JI6, OC3, OC4, OC5, OC7, OC8, OC12, ORC-F4, and TI6 items were removed. Composite reliability and Rho.-A were both above 0.70 (Dijkstra & Henseler, 2015). The Average Variance Extracted was above 0.5 (Hair, Hult, Ringle & Sarstedt, 2017). Discriminant validity was examined through the accurate HTMT ratio approach (Henseler, Ringle & Sarstedt, 2015). All composite reliability indicators were above a suggested threshold of 0.7 and the AVE critical value 0.5 was achieved and the factorial loadings were all above 0.6.

Table 1
Construct Reliability and Validity of Measurement Model

Construct	Factor loadings	Cronbach's Alpha	Rho_A	CR	AVE
<i>Job Insecurity</i>		0.841	0.860	0.875	0.502
<i>JI_1</i>	0.637				
<i>JI_2</i>	0.659				
<i>JI_3</i>	0.675				
<i>JI_4</i>	0.729				
<i>JI_5</i>	0.719				
<i>JI_7</i>	0.775				
<i>JI_8</i>	0.752				
<i>Organizational Commitment</i>		0.819	0.836	0.868	0.523
<i>OC_1</i>	0.801				
<i>OC_2</i>	0.712				
<i>OC_6</i>	0.763				

<i>OC_9</i>	0.646				
<i>OC_10</i>	0.710				
<i>OC_11</i>	0.697				
<i>Organizational Response to COVID-19: Future Actions</i>		0.848	0.927	0.895	0.684
<i>ORC_F1</i>	0.656				
<i>ORC_F2</i>	0.918				
<i>ORC_F3</i>	0.886				
<i>ORC_F5</i>	0.823				
<i>Turnover Intention</i>		0.856	0.868	0.897	0.635
<i>TI_1</i>	0.801				
<i>TI_2</i>	0.791				
<i>TI_3</i>	0.741				
<i>TI_4</i>	0.879				
<i>TI_5</i>	0.766				

Convergent validity of the measures model was established (Table 1). “In a well-fitting model, the structural VIF coefficients should not be higher than 4.0” (Garson, 2016: 77). The variance inflation factor (VIF) of the indicators was below 2.696. For discriminant validity the Hetero-Trait-Mono-Trait (HTMT) value was used and the HTMT value was below a suggested threshold of 0.90 (Henseler, Ringle & Sarstedt, 2015: 121). According to the Fornell-Larcker criterion, “for any latent variable, the square root of AVE should be higher than its correlation with any other latent variable” (Garson, 2016: 67). Table 2 shows that discriminant validity was established.

Table 2
Discriminant Validity of the Measurement Model

Heterotrait-Monotrait Ratio (HTMT)				
	Organizational Response to COVID-19	Organizational Commitment	Turnover Intention	Job Insecurity
Organizational Response to COVID-19				
Organizational Commitment	0.355			
Turnover Intention	0.389	0.660		
Job Insecurity	0.377	0.561	0.716	
Fornell-Larcker Criteria				
Organizational Response to COVID-19	0.829			
Organizational Commitment	0.324	0.723		
Turnover Intention	-0.358	-0.583	0.797	
Job Insecurity	-0.372	-0.538	0.623	0.708

Assessment of Structural Model

The Bootstrapping test with 500 method was implemented to test the hypothesized relationships. When VIF values were examined, all values were below 2.69 which was lower than the suggested threshold of 3.3 (Hair, Risher, Sarstedt & Ringle, 2019). All R² values were above the critical value 0.05 with the minimum value being 0.132. Q² values were greater than 0 which shows the model had predictive relevance. f² values were also greater than 0. According to Cohen (1988), an f² effect size of .02 is a small effect size, 0.15 is a medium effect and 0.35 is a high effect size. In Table 3, the f-square values are established.

Table 3
F-square Values

	Organizational Response to COVID-19	Job Insecurity	Organizational Commitment	Turnover Intention
Organizational Response to COVID-19		0.161	0.026	
Job Insecurity			0.292	0.252
Organizational Commitment				0.165
Turnover Intention				

Hypothesis testing was performed with the results from testing the internal model. Table 4 shows the values of testing hypothesis. Organizational Response to COVID-19 was found to have a negative and significant effect on job insecurity ($\beta = -0.37, p < 0.01$) and also to have a positive and significant effect on organizational commitment ($\beta = 0.20, p < 0.01$) hereby supporting H1 and H2.

Job insecurity has a negative and significant effect on organizational commitment ($\beta = -0.53, p < 0.01$) thus supporting H3. Organizational commitment has a negative and significant effect on turnover intention ($\beta = -0.34, p < 0.01$) thus supporting H4 and job insecurity was found to have a positive and significant effect on turnover intention ($\beta = 0.43, p < 0.01$). So H5 was supported.

Table 4
Hypothesis Test Results

Hypothesis	Direction	Beta	t-value	p-value	Result
H1	Organizational Response -> Job Insecurity	-0.377	5.503	0.000	Supported
H2	Organizational Response -> Organizational Commitment	0.202	4.073	0.000	Supported

H3	Job Insecurity -> Organizational Commitment	-0.537	8.793	0.000	Supported
H4	Organizational Commitment-> Turnover Intention	-0.348	5.198	0.000	Supported
H5	Job Insecurity -> Turnover Intention	0.437	7.413	0.000	Supported

p<.01

Conclusion

COVID-19 has negatively affected all sectors and especially the tourism sector. In this process, hotels worked at limited capacity, employees were left on unpaid leave or were placed under state-supported quarantine. In this period, businesses decided to shrink in terms of employment in line with the decisions taken by the state. The reflections of all these developments on the employees in hotels have also been a matter of curiosity. Thus, this study aimed to reveal the relationship between job insecurity, organizational commitment and turnover intention in five-star hotels during the COVID-19.

The study results support the conceptual model that includes the variables of job insecurity, organizational commitment, turnover intention and organizational response to COVID-19. Job insecurity affects organizational commitment negatively and significantly which is consistent with previous studies (Jung, Jung & Yoon, 2021: 4). At the same time, it has been determined that there is a positive and significant relationship between job insecurity and turnover. There was an inverse and significant relationship between organizational commitment and turnover. This situation proves once again how important organizational commitment is for businesses. This result shows parallelism with other research results in the literature (Allen & Meyer, 1990; Kalidass & Bahron, 2015). Another result obtained was that an organizational response to COVID-19 was found to have a negative and significant effect on job insecurity and also a positive and significant effect on organizational commitment. This means that the measures taken by the business against COVID-19 are sufficient, reducing job insecurity. At the same time, it affects organizational commitment positively.

Theoretical Implications

The study holds a number of theoretical implications. First, although there are early studies on Organizational Response to COVID-19 (Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021a; Filimonau, Derqui & Matute, 2020; Bonfanti, Vigolo

& Yfantidou, 2021), there is no study on the relationship between organizational response to COVID-19 and organizational commitment. Therefore, this study contributes to tourism studies by filling a gap in the literature regarding the relationship between organizational response to COVID-19 and organizational commitment. Second, although there is a study revealing a negative relationship between job insecurity and organizational commitment (Vujicic, Jovicic, Lalic, Gagic & Cvejanov, 2015), it is considered important to examine this relationship during the COVID-19 process. In this context, the study provides new theoretical contributions to methods, findings and implications for future research on the relationship between employee job insecurity and organizational commitment. Third, organizational commitment is associated with turnover (Allen & Meyer, 1990; Lee, Huang & Zhao, 2012; Kalidass & Bahron, 2015). This will contribute to the literature by examining and comparing this relationship during the COVID-19 process. Finally, job insecurity of hotel employees after the COVID-19 pandemic affects positively and significantly their turnover intention (Alyahya, Elshaer & Sobaih, 2022; Bajrami, Terzic, Petrovic, Radovanovic, Tretiakova & Hadoud, 2021; Jung, Jung & Yoon, 2021). It supports the study by showing similarities with the results of this study. While there are studies on organizational commitment, job insecurity and intention to leave the hotel during the COVID-19 process (Elshaer & Azazz, 2022; Vo-Thanh, Vu, Nguyen, Nguyen, Zaman & Chi, 2021a; Vo-Thanh, Van Vu, Nguyen, Nguyen, Zaman & Chi, 2021b; Ağbay & Akbudak, 2021; Filimonau, Derqui & Matute, 2020), it seems that there are no studies examining the relationship of concepts together. In this study, the relationship of the concepts has been revealed through surveying hotel employees. The results extend previous research on the subject and have novel theoretical implications for understanding how global crises like COVID-19 affect the hotel industry.

Practical Implications

Travel restrictions brought along with COVID-19 have had a significant impact on the hotel industry. The pandemic crisis in question caused uncertainty in the industry, and the closure or downsizing of businesses was also reflected in the behaviour of employees. Especially in this process, it has become even more important that hotels do not lose their qualified employees. Therefore, the results of this study bring to the fore the issues that the hotel management will need to pay attention to both in this process and in possible pandemic crises.

First of all, it is underlined once again that organizational commitment is important. Training and activities should be organized, and improvements should be made to increase organizational commitment. Ensuring that employees are informed about the new processes that organizations enter during the crisis will help minimize the uncertainty experienced. The fact that job insecurity is directly proportional to

the turnover intention, especially in times of crisis, sector managers should hold meetings and develop an open communication policy with their teams in order to eliminate the concerns that may arise among employees. Elimination of uncertainties will prevent employees from feeling job insecurity and also their intention to leave will be positively affected.

Limitations and Future Research

The study has some limitations. One limitation of the study is that it was carried out with employees of one five-star hotel operating in Istanbul. At the same time, due to the pandemic, we had to use convenience and purposeful sampling to reach the participants. The fact that the study was carried out with 130 hotel employees is also among the limitations of the study. The limited number of studies in the literature on the relationship between the concepts that constitute the subject of the study is another limitation of this study.

For future studies, first of all, the perspectives of old and new employees can be compared and the number of participants can be increased. Conducting studies in cities such as Antalya and Muğla, where levels of tourism are high and the effects of the pandemic crisis are felt more, will contribute to the literature in terms of revealing comparative results. In addition, it is thought that it is important to carry out studies with employees in different tourism businesses.

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