



The Impact of Workplace Envy and Job Insecurity on Turnover Intention in Hospitality and Tourism Industry: The Mediating Role of Social Loafing

Howida Ahmed Hassanin Mahmoud¹

Ayman Mohamed Elfiky²

Ahmed Magdy Fawzy³

Omnia Tarek Sallam⁴

¹Hotel Studies Department, Al_Alson Higher Institute for Tourism, Hotels and Computers, Egypt.

²Hotel Management Department, Faculty of Tourism and Hotels, Hurghada University, Egypt.

³Tourism Studies Department, Faculty of Tourism and Hotels, University of Sadat City, Egypt.

⁴Hotel Studies Department, Faculty of Tourism and Hotels, Mansoura University, Egypt.

ARTICLE INFO

Abstract

Keywords:

*Workplace envy,
job insecurity,
turnover intention,
social loafing,
hospitality and tourism
industry.*

(IJTHS), O6U

Vol.8, No.1,
January 2025,
pp. 57 - 75

Received:25/10/2024
Accepted:12/12/2024
Published: 16/12/2025

The hospitality and tourism industry, characterized by intense competition and economic volatility, is subject to constant change. This dynamic environment can significantly impact employee attitudes and behaviors, including workplace envy, job insecurity, and social loafing. This study explores the interrelationships among these factors and their influence on turnover intention. Specifically, this study investigates the mediating role of social loafing in the relationship between workplace envy and job insecurity on turnover intention. A total of 298 surveys were administered to employees in five-star hotels and category-A travel agencies in South Sinai. Using a convenience sampling technique, data were collected and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (WarpPLS v.8) software. The findings revealed that both workplace envy and job insecurity positively impact turnover intention. Additionally, these factors were found to have a significant positive impact on social loafing, which in turn positively influenced turnover intention. Importantly, the study demonstrated that social loafing partially mediates the relationship between workplace envy and job insecurity on turnover intention. The theoretical and practical implications of these findings are discussed, along with the limitations of the current research. By understanding the factors that contribute to turnover intention, hospitality and tourism organizations can take proactive steps to address these issues and improve employee retention.

Introduction

Employee turnover, a critical issue for organizations of all sizes, is particularly prevalent in the hospitality and tourism industry (Khairy et al., 2023a). This phenomenon can be understood as a multi-step process involving a sequence of psychological stages such as the intention to leave and culminating in the decision to leave an organization (Nguyen et al., 2023). Turnover intention, a crucial step in the job termination process, refers to an employee's desire to resign

from their current position (Zopiatis et al., 2014). Several unique characteristics of the hospitality and tourism environment contribute to high turnover intentions, including uncertainty (leading to job insecurity and instability), spread of envy and social loafing behaviors, high workload, and low wages (Elshaer et al., 2023; Imaroh & Sudiro, 2023; Dahri & Aqil, 2024; ElAdawi et al., 2024a). Given the competitive environment of the tourism business, coworkers often serve as collaborators and competitors at the same time (Bani-Melhem et al., 2023). While managers foster a culture of teamwork and sharing, the reality of limited organizational resources can ignite feelings of envy (Battle & Diab, 2022). This emotion, fueled by upward comparisons, can lead to a constant battle for promotions, wage increases, and other rewards (Murtza & Rasheed, 2023). While some individuals may find envy motivating, driving them to work harder and feel more confident, others may experience negative consequences such as anxiety, decreased focus, and even thoughts of quitting (Dahri & Aqil, 2024).

Job insecurity and social loafing are significant factors contributing to employee turnover in the hospitality and tourism industry (Elshaer, 2024; Khairy et al., 2024). Job insecurity, characterized by the fear of unemployment (Aguiar-Quintana et al., 2021), can be a major source of stress, leading employees to consider leaving their current positions (Bajrami et al., 2021). This uncertainty can negatively impact employee attitudes and behaviors, resulting in reduced emotional and behavioral engagement (Vo-Thanh et al., 2020). When employees perceive a high risk of job loss, they may experience increased pressure, decreased commitment, and lower job satisfaction, ultimately influencing their decision to stay or leave their current roles (Elshaer, 2024). Social loafing is a prevalent phenomenon in group settings where individuals exert less effort than they would if working alone (Price et al., 2006; Chang et al., 2020). This behavior is influenced by factors such as the perceived visibility of individual contributions and the expectation of rewards. When employees believe their efforts are not identifiable or recognized, they may be less motivated to contribute fully to group tasks (Alyahya et al., 2021). Conversely, when employees perceive their efforts to be recognized, they are more likely to actively participate in group tasks (Ye et al., 2023). Social loafing can have detrimental consequences for both individual and organizational performance (Ghaleb, 2024). Not only does it hinder productivity, but it can also reduce the motivation of other team members and increase their intention to leave the organization (Elshaer et al., 2023; Khairy et al., 2024).

Understanding the causes and antecedents of social loafing and its impact on turnover intention is essential for hospitality and tourism organizations to address this issue and foster a more productive and engaged workplace. Therefore, the current study seeks to explain the relationship between workplace envy, job insecurity, social loafing, and turnover intention. Specifically, the study aims to investigate the mediating role of social loafing in the impact of both workplace envy and job insecurity on turnover intention in the Egyptian hospitality and tourism context.

Hypotheses Development

Workplace Envy, Job Insecurity, and Turnover Intention

Envy, a powerful emotion often overlooked in workplace dynamics, can significantly influence employee behavior and organizational outcomes (Aydın & Bozkurt, 2022). While it's often associated with personal relationships, envy also plays a crucial role in professional settings. This emotion, fueled by the perception of another's superior qualities, achievements, or possessions, can lead to a range of negative consequences for both individuals and organizations (Achhnani & Gupta, 2022; Li et al., 2023). Research suggests that envy is widespread in

hospitality and tourism establishments, particularly when employees perceive an unfair distribution of resources, recognition, or opportunities (Murtza & Rasheed, 2023; ElAdawi et al., 2024c). This feeling of inadequacy can manifest in various ways, from decreased performance to increased turnover intentions (Dahri et al., 2023). Moreover, the perception of being envied by others can also have negative implications. Employees who believe they are the target of envy may experience increased stress, decreased job satisfaction, and even physical health problems (Battle & Diab, 2022). This can create a toxic work environment that negatively impacts individual well-being and increases their intentions to quit (Dahri & Aqil, 2024).

Job insecurity, the fear of losing one's employment (Akgunduz & Eryilmaz, 2018), has emerged as a significant factor contributing to employee turnover in the hospitality and tourism industry (ElAdawi et al., 2024a). This pervasive concern can have detrimental effects on both individuals and organizations (Gunawan et al., 2024). Employees experiencing job insecurity often report heightened levels of stress, anxiety, and frustration. These negative emotions can lead to reduced performance, decreased motivation, and even mental health issues (Obeng et al., 2020). Moreover, job insecurity can diminish employee loyalty and commitment, making them more likely to seek new employment opportunities (Putri & Ariyanto, 2023). Studies have consistently shown a strong correlation between job insecurity and turnover intentions in the hospitality and tourism sector. Employees who perceive a high level of job insecurity are more likely to leave their current positions, often seeking greater stability and security elsewhere (Jung et al., 2021; Alyahya et al., 2021; Elshaer, 2024). Accordingly, the next hypotheses were suggested:

H1: *Workplace envy significantly increases turnover intention.*

H2: *Job insecurity significantly increases turnover intention.*

Workplace Envy, Job Insecurity, and Social Loafing

Workplace envy, a growing concern in modern hospitality and tourism organizations, can have a detrimental impact on both the work environment and individual performance, particularly within team settings (Khairy et al., 2023b; ElAdawi et al., 2024c). Employees who harbor feelings of envy toward their colleagues are more likely to engage in counterproductive behaviors, such as interpersonal aggression, social loafing, and sabotage (Alghamdi et al., 2024). The proximity and interdependence of team members create a fertile ground for envy to flourish. Individuals may compare themselves to others in the group, leading to feelings of inadequacy and resentment (Li et al., 2023). Envious employees often resort to counterproductive strategies, like social loafing, to undermine the group's efforts and harm those they envy (Awee et al., 2020; Supardi & Rosiana, 2021). By exerting less effort, hiding information, or providing misleading advice, they can sabotage the team's progress without appearing overtly malicious (Khushk et al., 2022; ElAdawi et al., 2024c).

In addition to envy, job insecurity can also contribute to social loafing behaviors among employees (Akgunduz & Eryilmaz, 2018). When individuals feel their jobs are at risk, it can lead to a range of negative consequences, including increased stress, reduced motivation, less effort, and a decline in overall well-being (Sarwar et al., 2021). Job insecurity can create a sense of uncertainty and anxiety, which can divert employees' attention from their work and make it difficult to concentrate (Vo-Thanh et al., 2020). As a result, individuals may be less likely to invest effort in team tasks, particularly if they believe that their own contributions will not be valued or rewarded (Shin & Hur, 2021). This can lead to social loafing behaviors, as employees

may feel that they have little to gain from exerting themselves (Alyahya et al., 2021). Furthermore, job insecurity can lessen employees' sense of belonging and commitment to the organization (Pratama et al., 2022). When individuals feel that their jobs are precarious, they may be less likely to identify with the team and its goals. This can make it more difficult to foster a sense of trust and cooperation among team members, which consequently increases social loafing behaviors (Primadi & Sawitri, 2023). Consequently, the following hypotheses were formulated:

H3: *Workplace envy significantly impacts social loafing.*

H4: *Job insecurity significantly impacts social loafing.*

Social Loafing and Turnover Intention

Social loafing is a negative voluntary behavior that often occurs in environments characterized by low morale, decreased motivation, and negative workplace culture (Akgunduz & Eryilmaz, 2018). This counterproductive behavior involves individuals reducing their effort or contribution to a group task, often due to the belief that their efforts will not be recognized or valued (Varshney, 2019). The term "social loafing" was coined by Latané et al. (1979) to describe this counterproductive behavior. They attributed it to reduced social awareness, both conscious and unconscious, within group settings (Chang et al., 2020). Several factors have been identified that contribute to social loafing behaviors. For example, individuals are more likely to engage in social loafing when they feel anonymous within a group, as this reduces their perceived accountability (Pelit & Demirdağ, 2021). Additionally, larger group sizes can exacerbate social loafing by diluting individual responsibility and increasing the likelihood of diffusion of responsibility (Ye et al., 2023).

Moreover, the social theory emphasizes the role of peer influence in social loafing. If group members observe others reducing their efforts, they may be more inclined to follow suit, creating a self-perpetuating cycle of decreased motivation and performance (Alghamdi et al., 2024). Social loafing can lead to a range of negative outcomes, including decreased effort, lower productivity, and reduced group commitment. Moreover, it can harm the organizational climate, leading to a decline in employee performance and morale over time (Alyahya et al., 2021; Aliane & Gharbi, 2023). Recent research has even found that social loafing behavior can positively influence turnover intention among employees in hotels and travel companies (Elshaer et al., 2023; Khairy et al., 2024), suggesting that this counterproductive behavior may contribute to non-loafing employee turnover. Therefore, the study hypothesized that:

H5: *Social loafing increases turnover intention.*

The Mediating Role of Social Loafing

Within the hospitality and tourism sector, workplace envy and job insecurity can have significant negative consequences for employees and organizations (Abouelenien et al., 2024; ElAdawi et al., 2024). These factors can lead to decreased employee morale, reduced productivity, and increased turnover intentions (Obeng et al., 2020; Jung et al., 2021; Alyahya et al., 2021; Dahri et al., 2023). While previous research has established a connection between workplace envy, job insecurity, and turnover intention, this relationship is not straightforward and may be impacted by additional factors, like the social loafing behaviors of employees (Elshaer et al., 2023). Social loafing, characterized by reduced individual effort within a group, is one such factor that can significantly impact employees' job satisfaction, job engagement, and organizational performance (Khairy et al., 2024). The current study proposes that social loafing

serves as a mediating factor in the relationship between workplace envy, job insecurity, and turnover intention. Envy, characterized by feelings of inferiority and resentment towards others' perceived advantages, can lead to maladaptive behaviors (Vecchio, 2005). Individuals experiencing envy may not only focus on desiring what others have but they may undermine or sabotage the success of their perceived rivals by engaging in destructive behaviors like social loafing (Awee et al., 2020). Previous research has consistently shown that individuals experiencing envy may be more likely to engage in social loafing, leading to negative consequences including decreased productivity, increased absenteeism, and higher turnover intentions (Kolawole et al., 2020; Aydın & Bozkurt, 2022; Dahri & Aqil, 2024).

Moreover, the negative effects of job insecurity on turnover intention may be exacerbated by higher levels of social loafing (Akgunduz & Eryilmaz, 2018). Job insecurity, a significant source of stress, can negatively impact employees' psychological and physical health, as well as their motivation (Russo & Terraneo, 2020). Employees experiencing job insecurity may be less inclined to invest time and effort into their work, leading to reduced motivation and performance when working in groups (Alyahya et al., 2021). In addition, Primadi and Sawitri (2023) noted that employees who feel job insecure and engage in social loafing may be more likely to develop negative attitudes and behaviors, such as disengagement and decreased motivation. This can lead to a decline in productivity, job satisfaction, and ultimately, increased turnover intentions. Hospitality and tourism organizations can develop strategies to mitigate the negative effects on employee retention and overall performance by understanding the complex interplay between these variables. Hence, the study proposed the following hypotheses.

H6: Social loafing mediates the relationship between workplace envy and turnover intention.

H7: Social loafing mediates the relationship between job insecurity and turnover intention.

The study's conceptual framework is shown in Figure 1 below.

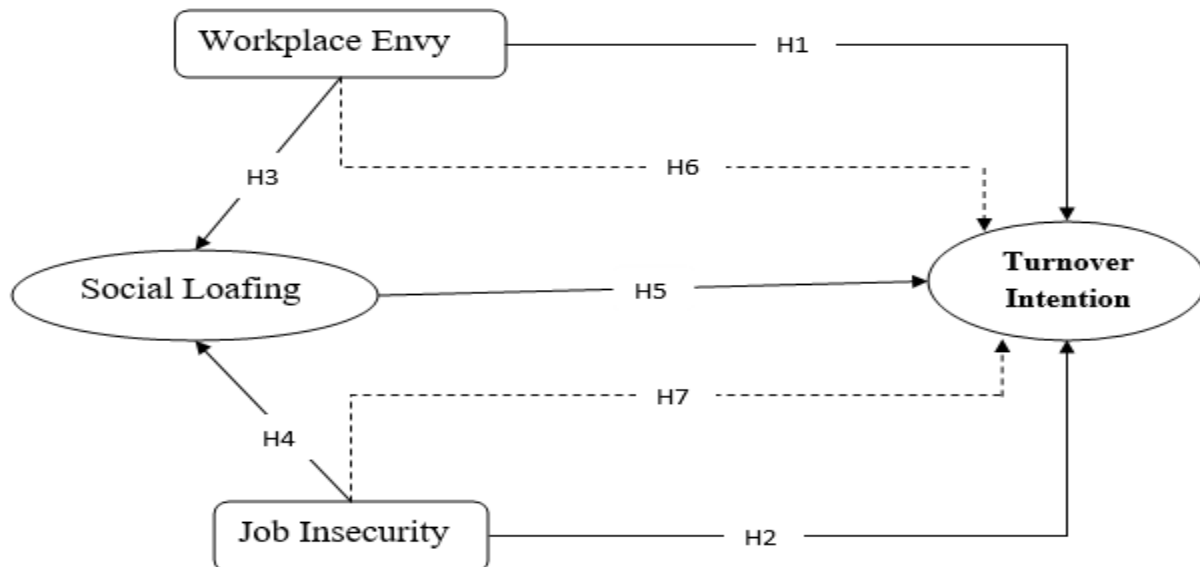


Figure (1): Conceptual framework of the study

Materials and Methods

Measures and Instrument Development

To assess the research constructs, the study employed validated scales from previous literature. Workplace envy (WE) was measured using a 3-item scale adapted from Vecchio (2005), with a sample item being "*Some colleagues envy my accomplishments.*" Job insecurity (JI) was evaluated using a 4-item scale developed by De Witte (2000) and adapted from Darvishmotevali et al. (2017), with a sample item being "*I'm feeling uneasy about the future of my career.*" Social loafing (SL) was measured with a 4-item scale adapted from Price et al. (2006), with a sample item being "*I shifted my workload onto others.*" Finally, turnover intention (TI) was assessed using a 3-item scale adapted from Zopiatis et al. (2014), with a sample item being "*I'll probably begin looking for a new position.*"

All scales used a 5-point Likert scale ranging from "strongly disagree" to "strongly agree." This format was chosen to reduce confusion and improve response accuracy, as respondents can make clearer decisions with fewer options (Elshaer et al., 2023). Moreover, to facilitate respondents' comprehension, the original English measures were translated into Arabic. This adaptation ensured that non-English-speaking respondents could effectively complete the questionnaire.

Sampling and Data Collection

The study focused on five-star hotels and category-A travel agencies in Egypt's tourism industry, utilizing a convenience sampling strategy. Due to the large population and limited resources, a convenience sample of 430 full-time employees was selected from South Sinai governorate's five-star hotels and category-A travel agencies, from June to October 2024. South Sinai was chosen for its high concentration of five-star hotels and the competitive nature of its tourism industry, with approximately 80% of hotels being large, upscale establishments operated by international chains. Category-A travel agencies represent the largest and most established companies in Egypt's travel industry, offering a wide range of services and extensive global networks. The hospitality and tourism industry, characterized by teamwork and seasonal fluctuations, is susceptible to social loafing, job insecurity, and turnover intentions (Elshaer, 2024).

The Egyptian Ministry of Tourism and Antiquities (2024) reported 15 five-star hotels and 32 category-A travel agencies in South Sinai. The study included 11 hotels and 25 travel agencies, achieving a response rate of 69.3% (298 valid questionnaires out of 430 distributed). Of the 298 respondents, 55.7% (n=166) were from five-star hotels, while 44.3% (n=132) were from travel agencies. With a sample size of 298 participants, the study met the minimum requirements for conducting PLS-SEM analysis. The "10-times rule" recommended by Hair et al. (2010) suggests that the sample size should be at least ten times the number of reflective items in the model. Given our model's 14 reflective items across study dimensions (WE, JI, SL, and TI), a minimum sample size of 140 was calculated. The study's sample size significantly exceeded this threshold. Furthermore, the sample size aligned with Hair et al.'s (2017) recommendation of 100-150 participants for structural equation modeling (SEM). This larger sample size allowed for the application of advanced data analysis techniques, such as SEM, to explore the relationships among the research variables effectively.

Data Analysis

In the current study, a partial least squares structural equation modeling (PLS-SEM) approach through WarpPLS v. 8.0 software (Kock, 2022) was employed for data analysis. PLS-SEM is considered an appropriate methodology for hospitality and tourism research due to its ability to effectively handle composite models containing numerous latent variables (ElAdawi et al., 2024a, b).

Results

Participants' demographics

The study sample consisted of 54% male and 46% female participants. The higher proportion of male respondents may be attributed to the demanding nature of the tourism industry, which often involves long, irregular hours that can be challenging for females. Regarding age, 29.9% of participants were under 25, 42.6% were between 25 and 35, 19.8% were between 35 and 45, and 7.7% were 45 or older. These results indicate that most employees (72.5%) in the Egyptian tourism industry are youth, likely possessing the physical stamina required for the demanding nature of the work. In terms of education, 25.8% had completed high school, 68.8% held a bachelor's degree, and 5.4% had a postgraduate degree. Of the respondents, 55.7% (166) were from five-star hotels, while 44.3% (132) were from category-A travel agencies. Regarding experience, 21.5% had 5 years or less of experience, 32.2% had 6-<15 years of experience, and 46.3% had 15 or more years of experience.

Measurements outer model assessment

To assess the validity and reliability of the measurement model, the study conducted various tests, as summarized in Table 1. These tests included composite reliability (CR), internal consistency "Cronbach's alpha" (CA), and convergent and discriminant validity.

As shown in Table 1, the individual item reliability was assessed through outer loadings, ranging from 0.714 to 0.922. These values exceeded the recommended threshold of 0.50 (Sarstedt et al., 2021), indicating satisfactory individual item reliability. Internal consistency reliability was evaluated using composite reliability and Cronbach's Alpha. Both CR and CA scores fell within the recommended range of 0.7 to 0.9 (Kock, 2022), confirming adequate internal consistency. Convergent validity was assessed through average variance extracted (AVE) scores. All AVE values surpassed the 0.5 threshold (Hair et al., 2021), demonstrating acceptable convergent validity. Generally, these results indicate that the study's constructs exhibit strong internal reliability and convergent validity.

To assess discriminant validity, the study employed three methods recommended by Leguina (2015): cross-loading, Fornell-Larcker, and Heterotrait-Monotrait (HTMT) matrix. As presented in Table 2, the items for each latent variable demonstrated higher loadings with their respective constructs compared to cross-loadings with other scale items, confirming the distinct nature of each latent variable. In addition to cross-loading and Fornell-Larcker matrix assessment, the study examined discriminant validity using the HTMT ratio test. As shown in Tables 3 and 4, the squared average variance extracted values for each latent variable were higher than the inter-variable correlation coefficients, indicating the distinct nature of the constructs (Franke & Sarstedt, 2019). Furthermore, the HTMT ratio values were below 0.85, as recommended by Hair et al. (2017).

Since the current study depended on a self-reported questionnaire, a variance inflation factor (VIF) analysis was conducted to mitigate potential common method bias (CMB) risk as shown in Table 2. VIF values below 3 and exploratory factor analysis lacking a prevalent factor indicate the absence of significant CMB or multicollinearity matters (Kock, 2022). Further, before testing the hypothesis, the overall model fit was evaluated. As presented in Table 5, the model fit indices have fulfilled the recommended criteria by Kock (2022).

To investigate potential variations in the structural relationships across different work settings, a multi-group analysis (MGA) was performed to compare employees' responses in hotels and travel agencies (Table 6). The MGA revealed no significant differences in how employees from these workplaces responded to most path coefficients, except for the SL-TI relationship. For the SL-TI relationship, the MGA identified a significant difference in favor of hotel employees. The hospitality industry's characteristics, such as long work hours, a fast-paced environment, and extensive customer interaction, may contribute to the prevalence of social loafing among hospitality employees. This case, in turn, could explain the significant relationship between social loafing and turnover intentions within this sector (Elshaer et al., 2023).

Table 1. Factor loadings, CA, CR, AVE, and VIF.

	Item Loading	CR	CA	AVE	VIF
Workplace Envy (WE)	-				
1. My professional achievements sometimes lead to resentment from colleagues.	0.788	0.872	0.780	0.695	1.980
2. My close working relationship with my supervisor can cause resentment among coworkers.	0.844				
3. Some colleagues envy my accomplishments.	0.867				
Job Insecurity (JI)	-				
1. I'm anxious about the future of my job.	0.836	0.891	0.836	0.673	2.056
2. I have concerns about the future of my position/role.	0.846				
3. I'm worried that my position may be eliminated.	0.726				
4. I'm feeling uneasy about the future of my career.	0.866				
Social Loafing (SL)	-				
1. I shifted my workload onto others.	0.771	0.858	0.779	0.602	1.931
2. I made excuses to avoid helping others.	0.814				
3. I shirked my work.	0.714				
4. I didn't contribute my fair share of tasks.	0.801				
Turnover Intention (TI)	-				
1. I am likely to start actively seeking new job opportunities.	0.922	0.918	0.866	0.790	1.685
2. I've been thinking about resigning from my job.	0.918				
3. I'll probably begin looking for a new position.	0.822				

Table 2. Items cross-loadings

Items	WE	JI	SL	TI
WE-1	0.788	0.485	0.444	0.314
WE-2	0.844	0.530	0.513	0.452
WE-3	0.867	0.549	0.572	0.548
JI-1	0.476	0.836	0.456	0.436
JI-2	0.514	0.846	0.510	0.473
JI-3	0.492	0.726	0.512	0.483
JI-4	0.572	0.866	0.513	0.498
SL-1	0.469	0.486	0.771	0.439
SL-2	0.506	0.443	0.814	0.413
SL-3	0.461	0.518	0.714	0.331
SL-4	0.469	0.439	0.801	0.482
TI-1	0.488	0.529	0.465	0.922
TI-2	0.466	0.541	0.457	0.918
TI-3	0.459	0.458	0.521	0.822

Table 3. Discriminant validity results

	WE	JI	SL	TI
WE	0.834	0.626	0.614	0.530
JI	0.626	0.820	0.605	0.575
SL	0.614	0.605	0.776	0.539
TI	0.530	0.575	0.539	0.889

Table 4. HTMT ratios

(good if < 0.90, best if < 0.85)	WE	JI	SL	TI
WE				
JI	0.776			
SL	0.786	0.758		
TI	0.641	0.677	0.658	

Table 5. Model fit results

	Assessment	Criterion	Supported/Rejected
Average path coefficient (APC)	0.291, P<0.001	P<0.05	Supported
Average R-squared (ARS)	0.447, P<0.001	P<0.05	Supported
Average adjusted R-squared (AARS)	0.442, P<0.001	P<0.05	Supported
Average block VIF (AVIF)	2.336	acceptable if ≤ 5 , ideally ≤ 3.3	Supported
Average full collinearity VIF (AFVIF)	1.913	acceptable if ≤ 5 , ideally ≤ 3.3	Supported
Tenenhaus GoF (GoF)	0.555	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	Supported
Sympson's paradox ratio (SPR)	1.000	acceptable if ≥ 0.7 , ideally = 1	Supported
R-squared contribution ratio (RSCR)	1.000	acceptable if ≥ 0.9 , ideally = 1	Supported
Statistical suppression ratio (SSR)	1.000	acceptable if ≥ 0.7	Supported
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	acceptable if ≥ 0.7	Supported

Table 6. Multi-group analysis

Group pair results (Five-Star Hotel=1 (N= 166); Travel Agency=2 (N= 132))						
Path coefficient	Path coeff. (Five-Star Hotel)	Path coef. (Travel Agency)	Absolute path coeff. Diff.	p-values	T-statistic	Decision
WE→TI	-0.084	0.221	0.057	0.160	0.996	Not significant
WE → SL	0.436	0.427	0.023	0.346	0.397	
JI→TI	0.441	0.289	0.001	0.496	0.009	
JI→SL	0.297	0.350	0.069	0.114	1.205	
SL→TI	0.349	0.292	0.115	0.021**	2.027	Significant

Structural model assessment

After assessing the measurement model, the current study used a standard bootstrapping technique to evaluate the significance of the path coefficients. Results of testing hypotheses in Figure 2 and Tables 7 demonstrate positive relationships between workplace envy and turnover intention ($\beta= 0.12$, $p=0.01$) and between workplace envy and social loafing ($\beta= 0.42$, $p< 0.01$) which supports the first hypotheses (H1 and H3). Additionally, there were positive relationships detected between job insecurity and turnover intention ($\beta= 0.35$, $p<0.01$) and between job insecurity and social loafing ($\beta= 0.32$, $p< 0.01$) supporting hypotheses H2 and H4. Furthermore, a significant positive correlation was found between social loafing and turnover intention ($\beta= 0.23$, $p< 0.01$) supporting hypothesis (H5). To investigate the mediating effect of Social Loafing, the Kisbu-Sakarya et al. (2014) approach was utilized. A bootstrapping analysis was conducted to examine the indirect influence of workplace envy and job insecurity on turnover intention through the mediating variable of social loafing. The results indicated that social loafing significantly mediated the relationship between workplace envy and turnover intention ($\beta= 0.097$, $p= 0.01$, $t\text{-value}= 3.749$). The 95% bootstrapped confidence interval (LL=0.047, UL=0.148) did not include zero in between, providing strong evidence for mediation and supporting hypothesis H6. Similarly, social loafing also mediated the relationship between job insecurity and turnover intention ($\beta= 0.074$, $p= 0.03$, $t\text{-value}= 2.738$). The 95% bootstrapped confidence interval (LL=0.021, UL=0.127) did not encompass zero, suggesting a reliable mediation effect and supporting hypothesis H7.

Table 7. Mediation analysis results

H2	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	Decision
WE→SL→TI	0.422	0.231	0.097	0.026	3.749	0.047	0.148	Mediation
JI→SL→TI	0.320	0.231	0.074	0.027	2.738	0.021	0.127	Mediation

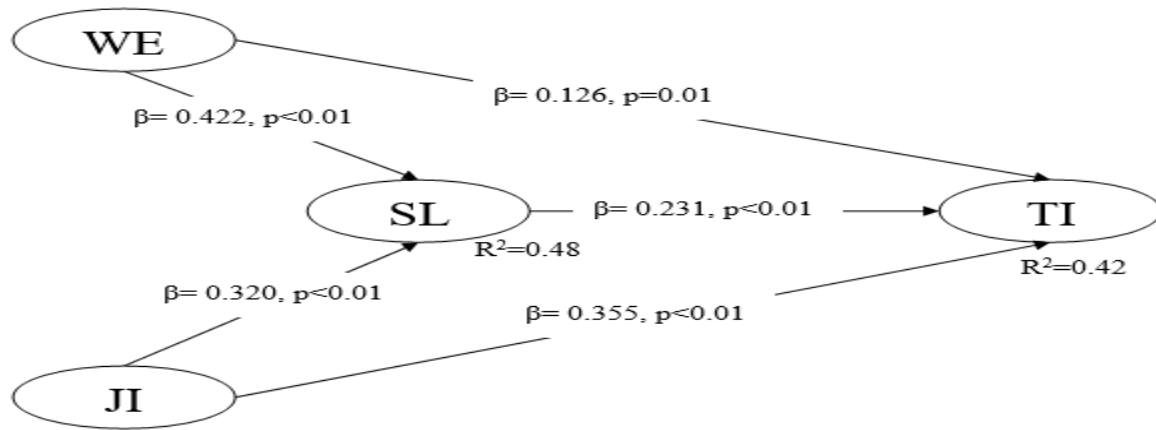


Figure (2): The model results

Explanatory power (R^2) and predictive relevance (Q^2) of the model

The structural model was evaluated to determine its ability to predict and explain the relationships between the latent variables. Two metrics (R^2 and Q^2) were used to assess the model's explanatory power and predictive relevance. According to Chin (1998), the minimum acceptable R^2 score is 0.19 for a good fit. The results showed that the endogenous latent variables of workplace envy, job insecurity, social loafing, and turnover intention had R^2 values of 0.48 and 0.42, respectively, indicating that the model has strong predictive power. Furthermore, the Stone-Geisser Q^2 criterion revealed values of 0.476 for social loafing and 0.410 for turnover intention, further supporting the ability of the model to provide precise predictions (Kock, 2022).

Discussion

The current study aimed to investigate the mediating role of social loafing in the relationship between workplace envy, job insecurity, and turnover intention. Workplace envy, job insecurity, and social loafing have been identified as significant factors contributing to increased employee turnover intention. When employees perceive differential treatment compared to their peers, feelings of envy, coupled with concerns about job security and the perception of others shirking their responsibilities, can lead to a greater desire to leave the organization (Elshaer et al., 2023; Dahri & Aqil, 2024; Gunawan et al., 2024). The study findings supported all suggested hypotheses (H.1, H.2, H.3, H.4, H.5, H.6, and H.7). The findings disclosed that workplace envy has a significant and positive impact on employees' turnover intention and social loafing (H1) and increasing social loafing (H3) this resonates with the previous results of some studies (e.g., Kolawole et al., 2020; Aydın & Bozkurt, 2022; Dahri et al., 2023; Dahri & Aqil, 2024) that highlighted the positive correlation between workplace envy and increased turnover intention. Workplace envy can lead to increased turnover intention. Employees who feel envious may perceive their current job as untenable, leading to a direct relationship between envy and the intention to seek employment elsewhere that values their contributions (Kolawole et al., 2020). Upward social comparison, where individuals compare themselves to the achievements of others, can evoke feelings of envy when they perceive themselves as lacking the advantages enjoyed by others (Brooks et al., 2019). Hospitality and tourism work settings provide ample opportunities for such comparisons (ElAdawi et al., 2024c). Previous research has demonstrated that envy in

the workplace can lead to turnover intention, as individuals may be motivated to leave their jobs due to these negative emotions (Aydın & Bozkurt, 2022; Dahri et al., 2023; Dahri & Aqil, 2024).

Besides, employees' perception of job insecurity increases their turnover intention and social loafing (H2 and H4). This result follows the findings of Jung et al. (2021), Ergun et al. (2023), and Elshaer (2024) who declared that employees' perception of job insecurity positively impacts their turnover intention. Job insecurity is widely recognized as one of the most stressful experiences an employee can face. This stress can significantly contribute to turnover intentions, as employees may view leaving their current jobs as a way to cope with the uncertainty and anxiety associated with job insecurity (Bajrami et al., 2021). Moreover, job insecurity can have a significant negative impact on individuals' emotional well-being. It may lead to a range of adverse emotional responses, including anger, frustration, and anxiety (Russo & Terraneo, 2020). These emotions can, in turn, result in reduced job performance, emotional exhaustion, mental health problems, decreased job engagement, and even turnover intention among employees (Richter et al., 2020; Putri & Ariyanto, 2023).

The findings also revealed that there is a positive correlation between social loafing and turnover intention (H5), and social loafing mediates the relationship between workplace envy, job insecurity, and employees' turnover intention (H6 & H7). These findings align with previous research (Akgunduz & Eryilmaz, 2018; Elshaer et al., 2023; Khairy et al., 2024). Perceived social loafing is the belief that team members should not contribute equally, leading to decreased team satisfaction and attraction. This behavior can result in negative performance evaluations, low motivation, reduced productivity, poor commitment, and ultimately, the desire to leave the organization (Varshney, 2019). This phenomenon holds particular significance within the tourism industry, where employees frequently operate within teams and share collective responsibility for the success of provided products and services (Elshaer et al., 2023). Social loafing is a major contributor to high turnover rates among tourism employees. By reducing employee morale and job satisfaction, it increases the likelihood that employees will seek new employment. This is a significant concern for tourism organizations, as high turnover rates can lead to increased costs, decreased productivity, and a negative impact on overall employee morale and satisfaction (Khairy et al., 2024). Moreover, individuals are more likely to engage in social loafing when influenced by various factors, including personality traits (e.g., envy), productive behavior, and perceptions of job insecurity. This may be due to workplaces failing to convey the significance of tasks or provide clear guidance on performance expectations (Alyahya et al., 2021). Employees may exhibit negative behaviors when they feel uncertain about the ethical climate such as envy and their job security. When individuals believe their efforts do not contribute to meaningful outcomes, they may be less likely to identify with the group or workplace (Obeng et al., 2020; Supardi & Rosiana, 2021).

Theoretical and practical implications

The study reveals that workplace envy and job insecurity can significantly impact employee turnover. Moreover, the negative effects of these factors are amplified by social loafing. This suggests that addressing social loafing behaviors can help mitigate the impact of envy and insecurity on turnover intentions. Theoretically, the findings of this study demonstrate that workplace envy, job insecurity, and turnover intention are interconnected constructs. Additionally, employee social loafing behaviors may play a mediating role in the relationship between these variables, particularly within the Egyptian hospitality and tourism industry. This

research highlights the need for further exploration of the interactions between various workplace phenomena and their impact on employee intentions. To the best of our knowledge, this study is the first to investigate and empirically confirm the mediating effect of social loafing in the relationship between workplace envy, job insecurity, and turnover intention in Egyptian hospitality and tourism research. This opens the door for future researchers to delve deeper into the underlying processes between these variables. The study suggests that social loafing mediates the link between workplace envy, job insecurity, and employee turnover intention, expanding on previous research primarily focused on European and Asian data. These findings reveal that the presence of workplace envy and a sense of job insecurity can motivate employees to adopt social loafing behaviors, which in turn increase their intention to leave the organization. Moreover, the findings of this research have important implications for both hospitality scholars and practitioners. Employees' turnover intention is influenced by various antecedents, including job insecurity, social loafing, and workplace envy. To effectively understand and address this behavior, it is crucial to examine these stimuli. Both scholars and practitioners should pay closer attention to the role of workplace envy, job insecurity, and social loafing behaviors which are becoming increasingly prevalent in hospitality and tourism organizations and can promote negative behaviors of employees. Hospitality practitioners should invest more in their employees to foster positive attitudes and behaviors, which ultimately impact organizational performance. Hotel managers should prioritize creating a secure and supportive work environment to ensure employee retention and positive outcomes. Open communication with employees is essential to convey their value and importance to the organization. By addressing workplace envy and ensuring employee retention, hotels can effectively reduce social loafing behavior and turnover intention. Given the importance of teamwork in the hospitality industry, hotel practitioners must eliminate all factors that contribute to social loafing behavior to promote effective collaboration and teamwork within the workplace.

Limitations and further research

While this study offers valuable insights, it is important to acknowledge its limitations to inform future research. The sample was confined to employees in five-star hotels and category-A travel agencies, potentially limiting the generalizability of the findings. Future studies should replicate these results in diverse settings (e.g., restaurants, supply chains, and airline companies) and cultural contexts (e.g., Middle Eastern and African countries). Moreover, the cross-sectional design of this study precludes definitive conclusions about causality. Longitudinal research with multiple measurement points would strengthen the results. Additionally, the study focused on workplace envy and job insecurity. Future investigations could explore the combined effect of other contextual and personal factors, such as artificial intelligence awareness, self-confidence, self-compassion, etc., on employee turnover intention. Furthermore, the study examined the mediating role of social loafing. Future research might delve into the mediating or moderating effects of factors like work stress, leadership style, perception of justice, and ostracism.

References

- Abouelenien, R. E. I., Abd-Elhady, M. H., Hussien, I. M., & Hashad, M. E. (2024). The effect of job insecurity on employees' job performance in the hospitality and tourism industry: The role of work alienation. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 8(1/1), 1-20.
- Achhnani, B., & Gupta, B. (2022). Consequences of workplace envy and its antecedents—A theoretical framework. *International Journal of Special Education*, 37(3), 5214-5235.
- Aguiar-Quintana, T., Nguyen, T. H. H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, 94, 1-10.
- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing?. *International Journal of Hospitality Management*, 68, 41-49.
- Alghamdi, A., Baquero, A., Khairy, H. A., & E Salama, W. M. (2024). Social loafing and job performance in hotels: Does transactional leadership matter?. *African Journal of Hospitality, Tourism and Leisure*, 13(1), 192-197.
- Aliane, N., & Gharbi, H. (2023). Impact of social influence on social loafing in the tunisian hotel sector: Role of turnover intention as a mediator. *Przestrzeń Społeczna (Social Space)*, 23(2), 405-428.
- Alyahya, M. A., Elshaer, I. A., & Sobaih, A. E. E. (2021). The impact of job insecurity and distributive injustice post COVID-19 on social loafing behavior among hotel workers: Mediating role of turnover intention. *International Journal of Environmental Research and Public Health*, 19(1), 1-14.
- Awee, A., Mohsin, F. H., & Makhbul, Z. K. M. (2020). The factors why people exert less: The relationship between workplace envy and social loafing moderated by self-esteem. *International Journal of Management Studies*, 27(2), 27-46.
- Aydın, G., & Bozkurt, S. (2022). Research on the role of self-efficacy in the effect of workplace envy on intention to quit. *Istanbul Business Research*, 51(2), 627-642.
- Bajrami, D. D., Terzić, A., Petrović, M. D., Radovanović, M., Tretiakova, T. N., & Hadoud, A. (2021). Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions. *International Journal of Hospitality Management*, 94, 1-9.
- Bani-Melhem, S., Shamsudin, F. M., Abukhait, R., & Al-Hawari, M. A. (2023). Competitive psychological climate as a double-edged sword: A moderated mediation model of organization-based self-esteem, jealousy, and organizational citizenship behaviors. *Journal of Hospitality and Tourism Management*, 54, 139-151.
- Battle, L., & Diab, D. L. (2022). Is envy always bad? An examination of benign and malicious envy in the workplace. *Psychological Reports*, 0(0), 1-21.

- Brooks, A. W., Huang, K., Abi-Esber, N., Buell, R. W., Huang, L., & Hall, B. (2019). Mitigating malicious envy: Why successful individuals should reveal their failures. *Journal of Experimental Psychology: General*, 148(4), 667-687.
- Chang, Y., Hou, R. J., Wang, K., Cui, A. P., & Zhang, C. B. (2020). Effects of intrinsic and extrinsic motivation on social loafing in online travel communities. *Computers in Human Behavior*, 109, 1-9.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research*, 295(2), 295-336.
- Dahri, N. W., & Aqil, M. (2024). The effect of workplace envy, negative emotion, and perception of injustice on turnover intention: Conceptual framework. *International Journal of Economics and Management Review*, 2(2), 35-56.
- Dahri, N. W., Tjahjono, H. K., Muafi, M., & Prajogo, W. (2023). The influence of workplace envy on turnover intention: The mediating role of negative emotion and perception of injustice. *Calitatea*, 24(193), 28-38.
- Darvishmotevali, M., Arasli, H., & Kilic, H. (2017). Effect of job insecurity on frontline employee's performance: Looking through the lens of psychological strains and leverages. *International Journal of Contemporary Hospitality Management*, 29(6), 1724-1744.
- De Witte, H. (2000). Work ethic and job insecurity: Assessment and consequences for wellbeing, satisfaction and performance at work. In R. Bouwen, K. De Witte, H. De Witte, & T. Taillieu (Eds.), *From group to community* (pp. 325–350). Leuven, Belgium: Garant.
- Egyptian Ministry of Tourism and Antiquities. (2024). Hotel and tourism companies and establishments: Directory of hotel establishments and tourism companies, the Ministry of Tourism: Egypt. Accessed in July 2024. Retrieved from: <https://mota.gov.eg/ar/>
- ElAdawi, F. M. I., Ashour, E. Z., Awad, A. H. I., & Saleh, M. A. M. (2024c). Knowledge-hiding behavior as a mediator in the relationship between workplace envy and employee job performance in the tourism and hotel industry. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 8(2/1), 18-34.
- ElAdawi, F. M. I., Elnaggar, M. K., Hashad, M. E., Awad, A. H. I., & Abd El-Halim, A. A. E. K. G. (2024b). Effect of green inclusive leadership on employees' green work engagement in hotels and travel agencies: The role of green intrinsic motivation. *Geojournal of Tourism and Geosites*, 54(2spl), 885-895.
- ElAdawi, F. M. I., Hashad, M. E., Awad, A. H. I., & Mahmoud, H. A. H. (2024a). The effect of injustice on employees' intention to leave: The mediating role of job insecurity in the tourism and hospitality industry. *International Journal of Tourism, Archaeology and Hospitality*, 4(2), 130-148.
- Elshaer, I. A. (2024). Social-psychological risk perception impacts on job insecurity and turnover intention: A mediation model using PLS-SEM technique. *Cogent Psychology*, 11(1), 1-14.

- Elshaer, I. A., Algezawy, M., Ghaleb, M. M., Mohamed, S. A., & Azazz, A. M. (2023). The impact of social loafing on turnover intention for tourism employees post COVID-19: The mediating role of mental health. *International Journal of Environmental Research and Public Health*, 20(9), 1-16.
- Ergun, G. S., Bozkurt, H. O., Arslan, E., Kendir, H., & Yayla, O. (2023). Psychological capital as a moderator in the relationship between job insecurity, job stress, and hotel employees' turnover intention during the Russia-Ukraine war. *International Journal of Hospitality Management*, 111, 1-9.
- Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: A comparison of four procedures. *Internet Research*, 29(3), 430-447.
- Ghaleb, B. D. S. (2024). Social loafing: Understanding, mitigating, and enhancing group performance. *International Journal of Scientific Multidisciplinary Research*, 2(9), 1321-1328.
- Gunawan, H., Pala, R., Tijjang, B., Razak, M., & Qur'ani, B. (2024). Global challenges of the mining industry: Effect of job insecurity and reward on turnover intention through job satisfaction. *SA Journal of Human Resource Management*, 22, 1-11.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature.
- Hair, J. F., Black, W. C., Balin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis*: Maxwell Macmillan International Editions.
- Hair, Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123.
- Imaroh, M. F., & Sudiro, A. (2023). The relation of job insecurity and workload toward turnover intentions mediated by work stress. *International Journal of Research in Business and Social Science (2147-4478)*, 12(2), 148-157.
- Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92, 1-9.
- Khairy, H. A., Elzek, Y., Saeed, A. A. A., & Hashad, M. E. (2023a). The impact of tourism seasonality on employees' entrepreneurship intention and intention to leave in Egyptian tourism and hospitality industry: The moderating role of internal corporate social responsibility. *African Journal of Hospitality, Tourism and Leisure*, 12(1), 171-189.
- Khairy, H. A., Mahmoud, R. H., Saeed, A. A. A., & Hussien, I. M. (2023b). The moderating role of ethical leadership in the relationship between organizational politics and workplace envy in hotels. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 7(1/2), 1-20.

- Khairy, H., Ashour, E., Rizk, M., & Saber, N. (2024). The effect of workplace negative gossip on employees' turnover intention in tourism and hospitality industry: The mediating role of social loafing. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, 8(2), 35-46.
- Khushk, A., Zhiying, L., Yi, X., Zengtian, Z., & Hui, Y. (2022). Effects of workplace envy on task performance in a banking sector: Mediating role of counterproductive work behavior. *Arabian Journal of Business and Management Review*, 12(9), 1-9.
- Kisbu-Sakarya, Y., MacKinnon, D. P., & Miočević, M. (2014). The distribution of the product explains normal theory mediation confidence interval estimation. *Multivariate Behavioral Research*, 49(3), 261-268.
- Kock, N. (2022). WarpPLS user manual: Version 8.0. *ScriptWarp Systems: Laredo, TX, USA*, 141, 47-60.
- Kolawole, I. O., Fapounda, T. M., & Ibronke, A. E. (2020). workplace envy and turnover intention among employees of National Postgraduate Medical College of Nigeria. *International Journal of Research and Scientific Innovation (IJRSI)*, 7(6), 90-95.
- Latané, B., Williams, K., & Harkins, S. (1979). Many hands make light the work: The causes and consequences of social loafing. *Journal of Personality and Social Psychology*, 37(6), 822-832.
- Leguina, A. (2015). A primer on partial least squares structural equation modeling (PLS-SEM). *International Journal of Research & Method in Education*, 38(2), 220–221.
- Li, M., Xu, X., & Kwan, H. K. (2023). The antecedents and consequences of workplace envy: A meta-analytic review. *Asia Pacific Journal of Management*, 40(1), 1-35.
- Luo, Z., Marnburg, E., Øgaard, T., & Okumus, F. (2021). Exploring antecedents of social loafing in students' group work: A mixed-methods approach. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 28, 1-11.
- Murtza, M. H., & Rasheed, M. I. (2023). The dark side of competitive psychological climate: Exploring the role of workplace envy. *Journal of Hospitality and Tourism Insights*, 6(3), 1400-1418.
- Nguyen, C. N., Hoang, G., & Luu, T. T. (2023). Frontline employees' turnover intentions in tourism and hospitality sectors: A systematic literature review and research agenda. *Tourism Management Perspectives*, 49, 1-24.
- Obeng, A. F., Quansah, P. E., & Boakye, E. (2020). The relationship between job insecurity and turnover intention: The mediating role of employee morale and psychological strain. *Management*, 10(2), 35-45.
- Pelit, E., & Demirdağ, Ş. A. (2021). The relationship between personnel empowerment and social loafing in hotel businesses. *WSB Journal of Business and Finance*, 55(1), 15-25.
- Pratama, P. Y. S., Fajrianti, F., & Hadi, C. (2022). Organizational communication and job insecurity with work centrality as a moderator: A study on the impact of COVID -19 pandemic to tourism industry. *Indonesian Journal of Psychology*, 49(1), 54-68.

- Price, K. H., Harrison, D. A., & Gavin, J. H. (2006). Withholding inputs in team contexts: Member composition, interaction processes, evaluation structure, and social loafing. *Journal of Applied Psychology, 91*(6), 1375-1384.
- Primadi, E. B., & Sawitri, H. S. R. (2023, March). The influence of co-worker support, job insecurity, and organizational commitment on social loafing: The role of turnover intention. In *Proceedings of The International Conference on Multi-Disciplines Approaches for The Sustainable Development* (pp. 116-122).
- Putri, W. A., & Ariyanto, E. (2023). The effects of job insecurity on turnover intention of stars hotel employee in DKI Jakarta: Mediating role of job stress. *European Journal of Business and Management Research, 8*(2), 71-77.
- Richter, A., Vander Elst, T., & De Witte, H. (2020). Job insecurity and subsequent actual turnover: Rumination as a valid explanation? *Frontiers in Psychology, 11*, 1-12.
- Russo, C., & Terraneo, M. (2020). Mental well-being among workers: A cross-national analysis of job insecurity impact on the workforce. *Social Indicators Research, 152*(2), 421-442.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587-632). Cham: Springer International Publishing.
- Sarwar, A., Maqsood, U., & Mujtaba, B. G. (2021). Impact of job insecurity due to COVID-19 on the psychological wellbeing and resiliency of food delivery personnel. *International Journal of Human Resource Studies, 11*(1), 24-44.
- Shin, Y., & Hur, W. M. (2021). When do job-insecure employees keep performing well? The buffering roles of help and prosocial motivation in the relationship between job insecurity, work engagement, and job performance. *Journal of Business and Psychology, 36*(4), 659-678.
- Supardi, S. H., & Rosiana, A. (2021). Descriptive review of positive and negative antecedent social loafing during pandemic covid-19. *International Journal of Current Research and Review, 13*, 177-183.
- Varshney, D. (2019). Relationship between social loafing and the self-concept: Mediating role of perceived organisational politics. *Journal of Indian Business Research, 11*(1), 60-74.
- Vecchio, R. (2005). Explorations in employee envy: Feeling envious and feeling envied. *Cognition & Emotion, 19*(1), 69-81.
- Vo-Thanh, T., Vu, T. V., Nguyen, N. P., Nguyen, D. V., Zaman, M., & Chi, H. (2020). How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance?. *Journal of Sustainable Tourism, 29*(6), 907-925.
- Ye, Y., Chen, M., Wu, L. Z., & Kwan, H. K. (2023). Why do they slack off in teamwork? Understanding frontline hospitality employees' social loafing when faced with exploitative leadership. *International Journal of Hospitality Management, 109*, 1-10.
- Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management, 41*, 129-140.

تأثير الحسد في مكان العمل وانعدام الأمن الوظيفي على نية ترك العمل في صناعة الضيافة والسياحة: الدور الوسيط للتسكع الاجتماعي

أيمن محمد الفقى^٢

هويدا أحمد حسنين محمود^١

أمنييه طارق سلام^٤

أحمد مجدى فوزى^٣

^١ قسم الدراسات الفندقية، معهد الألسن العالى للسياحة والفنادق والحاسب الآلى، مصر

^٢ قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة الغردقة، مصر

^٣ قسم الدراسات السياحية، كلية السياحة والفنادق، جامعة مدينة السادات، مصر

^٤ قسم الدراسات الفندقية، كلية السياحة والفنادق، جامعة المنصورة، مصر

الملخص العربى

تتميز صناعة الضيافة والسياحة بالمنافسة الشديدة والتقلبات الاقتصادية، وهي عرضة للتغيير المستمر. يمكن أن يكون لهذه البيئة الديناميكية تأثير كبير على مواقف وسلوكيات الموظفين، بما في ذلك الحسد في مكان العمل وانعدام الأمن الوظيفي والتسكع الاجتماعي. تستكشف هذه الدراسة العلاقات المتبادلة بين هذه العوامل وتأثيرها على نية ترك العمل. على وجه التحديد، تبحث هذه الدراسة في الدور الوسيط للتسكع الاجتماعي في العلاقة بين الحسد في مكان العمل وانعدام الأمن الوظيفي على نية ترك العمل. تم توزيع ٢٩٨ استبياناً على الموظفين في الفنادق ذات الخمس نجوم ووكالات السفر من الفئة أ في جنوب سيناء. باستخدام تقنية أخذ العينات الملائمة، وتم جمع البيانات وتحليلها باستخدام نمذجة المعادلات الهيكلية (SEM) مع برنامج المربعات الصغرى الجزئية (WarpPLS v.8). كشفت النتائج أن كل من الحسد في مكان العمل وانعدام الأمن الوظيفي يؤثران بشكل إيجابي على نية ترك العمل. بالإضافة إلى ذلك، وجد أن هذه العوامل لها تأثير إيجابي كبير على التسكع الاجتماعي، والتسكع الاجتماعي أثر بدوره بشكل إيجابي على نية ترك العمل. أثبتت الدراسة أن التسكع الاجتماعي يتوسط جزئياً العلاقة بين الحسد في مكان العمل وانعدام الأمن الوظيفي فيما يتعلق بنية ترك العمل. وتناقش الدراسة الآثار النظرية والعملية لهذه النتائج، جنباً إلى جنب مع القيود المفروضة على البحث الحالي. ومن خلال فهم العوامل التي تساهم في نية ترك العمل، يمكن لمنظمات الضيافة والسياحة اتخاذ خطوات استباقية لمعالجة هذه القضايا وتحسين الاحتفاظ بالموظفين.

الكلمات الدالة: الحسد في مكان العمل، انعدام الأمن الوظيفي، التسكع الاجتماعي، نية ترك العمل، صناعة الضيافة والسياحة.