EXAMINING THE EFFECT OF HIGH SEASONALITY ON FRONTLINE EMPLOYEES: A CASE STUDY OF FIVE STARS HOTELS IN AQABA

Omar Abedalla Alananzeh
Department of Hotel Management,
Faculty of Tourism and Hospitality, The University of Jordan
Rami Muneer Mahmoud
Department of Food and Beverage Management,
Faculty of Tourism and Hospitality, The University of Jordan
Mustafa N. J. Ahmed
Department of Hotel Management,
Faculty of Tourism and Hospitality, The University of Jordan

Abstract

In recent times, the impact of seasonality on tourism industry has been recognized. There has been a distinct lack of studies that focus on the effects of high seasonality on front-line employees (the receptionist) in hotels. Therefore, this study attempted to address the importance of the receptionist job in high seasonality and the effect of high seasonality on them. To answer the questions of the study, an instrument was used for evaluation. Also, a questionnaire was addressed to both employees and managers. T-test, ANOVA, and multiple regressions were utilized to test the hypotheses. The findings of the study revealed that the high seasonality in hotels has effects on the receptionists regarding miscommunication and bad relation with others during work hours. Therefore, this study has several recommendations for both the managers and the enterprises.

Keywords: Seasonality, Pressure, Miscommunication, Bad relation, Receptionists

Introduction

Hotels, as part of the tourism industry, are one of the biggest industries around the world. However, it has been recognized as one of the most lucrative industry. This accommodation sector is affected negatively and positively by low and high. The idea of accommodation emerged long

time ago when people travel around on animals in search of water, food, or trade. Therefore, the origin of lodging emerged when travelers were looking for shelters to keep their animals and to rest their bodies. The first accommodation provided for travelers was just a mere roof to stay under. Consequently, this industry has been developing because of the extensive human needs for travelling. Therefore, this necessitates providing them with comfortable rooms and food. The statistics of UNWTO (2014) pointed out that the global hotel industry comprises about 14.6 million rooms. Therefore, global hotel industry is going through a period of unprecedented changes. Today, hotels are a "Home away from home" (Beldona & Cobanoglu, 2007).

The Front Office (F.O) is considered to be one of the most important departments in the hotels these days.   F.O is the hub or the nerve center of the hotel. It is all about communication with the guest; handling the guest's complains; and providing all the information that the guests needs about the hotel, the city, other hotels in the city, or any other information that the guest needs. Also, a skilled and professional receptionist makes the guest feels welcomed and gives him/her a charming first impression. In addition, the receptionist also provides a sense of comfort to guests by making them feel at home. The employees of the reception (the receptionists) do the most important work in the hotel. They are the first thing that the guests deal with in the hotel. Furthermore, the role of the receptionist is a challenging one. This is because they undertake a multitude of tasks to keep the wheels of the organization running smoothly. Passers-by could get an impression that the receptionist is there just to attend to calls and receive visitors. Very often, it is the "unseen" activities that add to the complexity of the role (Edwards, 2009). Thus, frontline employees are playing critical roles in forming guests' experience in the hospitality industry (Sla°tten & Mehmetoglu, 2011)

In performing all these tasks, the reception employees face a lot of pressure and many difficulties and problems in his daily work, especially during the high season. Thus, this is as a result of guests checking in, checking out, and attending to the concerns of their guests. Sometimes, miscommunications with his colleague may lead to several problems such as giving two different guests the same room.

Most of the employees are not always satisfied with their jobs. However, they quit their jobs as soon as they find a relatively better offer in another hotel. This mostly occurs as a result of employees' workload, work stress, low salary, job satisfaction, long working hours, or family conflict. Furthermore, the fact still remains that employees' turnover positively affects the overall performance of the organization (Tariq et al., 2013). It is argued that the lack of professional education, seasonality, or other part-time

positions, plays a vital role in front-line employees' turnover in tourism (Baum, 2006; Hjalager, 2002).

Hospitality organizations need to constantly ensure the satisfaction of their employees. Organizations tend to be more effective when they satisfy the needs of their employees (Robbins & Judge, 2007). Satisfied employees are deemed to be an effective labor force and in becoming an important asset for the organization's effectiveness (Albattat & Som, 2013). In today's turbulent workplace, a stable workforce becomes a significant competitive advantage. If an organization has an unstable workforce conditions, they are forced to invest thousands of dollars in overtime recruiting, orienting, training, and supervision (kreisman, 2002).

Accordingly, this study was conducted to highlight the importance of the Front Office Department in hotels, and the roles that receptionists play in the success of the hotel and in the satisfaction of the guests. Mainly, this study tried to examine the problems caused by high season and its effect on the receptionists in order to find out solutions. Consequently, this study was considered since the literature have rarely mentioned this role or focused on them or their problems. In addition, previous studies have hugely concentrated on the impact of low season on tourism enterprises, destinations, and employees (Baum & Lundtrop, 2001; Baum, 2006; Chung, 2009; Dickson and Huyton, 2008; Koenig & Bischoff, 2005; Hjalager, 2002; Pegg, Patterson & Gariddo, 2012; Scott and McBoyle, 2007; Wall & Yan, 2003). This study aimed to find out what affects receptionists negatively during the high seasonality. Also, it aimed to identify strategies that may be useful for receptionists and enterprises to manage the impact of seasonality.

Therefore, the process of finding the appropriate solutions in reducing the pressure of work on the receptionist during the high season in the hotel is very important for both the enterprises and the employees. In addition, the process of shedding lights on some of the difficulties that the receptionist faces and presenting their solution is also considered to be a pleasant work. Providing ideas and training materials can be used in the low season to prepare the employees for the high season. Thus, this study tried to fulfill this gap by focusing on the effects of seasonality on the receptionists. Based on the above, the following hypothesis was proposed. Thus, the pressure, bad relation, and miscommunication among the receptionists are affected by high seasonality.

However, the following hypotheses were derived from the main hypothesis:

*H*1: The Pressure caused by high seasonality negatively affects the receptionist.

*H*2: High seasonality would lead to bad relations between the staff in different   department and the receptionists.

*H*3: High seasonality would lead to miscommunication among the receptionists.

Literature Review
Seasonality and its Definitions

Seasonality can be defined as the most visible attribute of the tourism industry. It is a special annual dependence caused by the changes in weather, the decision for the time of buying and the time of consuming, creating competitions and effects, and pressure on the destination and employees (Bigović, 2011). Seasonality is a temporal imbalance in tourism, which is expressed by the number of tourists, travelers, arrivals, expenditures of tourists, and employment (Butler, 1994). It is the variation in business and other activities related to the economy, and other concepts and sciences such as geography, biology, psychology etc. (Baum & Lundtrop, 2001). Seasonality is the fluctuation that periodically disturb economic product (Kuznets, 1993). It is the systematic movement of tourists in a selected period of time (Koenig & Bischoff, 2004). However, it is the most distinctive feature of the modern global tourism industry (Baum & Lundtrop, 2001). Seasonality is connected with the reduction in business revenue (Scott and McBoyle, 2007).

Middle East countries like other countries in the world face seasonality, high in the summer (peak) and low in the winter (nature response). Thus, countries must launch strategies (in low season) to protect other sectors which depends on tourism. For example, great pressure will be placed on hotels in finding suitable and appropriate staff. Moreover, Jang (2004) explained that seasonality is expressed either in monetary terms or tourists' number. Other researchers (Goulding, Baum & Morrison, 2004; Commons & Page, 2001; Butler & Mao, 1997) focused on the dimension of the seasonality. They include the natural seasonality like skiing; and the institutional seasonality which is based on human behavior like the decision to travel during holidays.

Seasonality and Frontlines Employees

The impact of seasonality has been addressed by several researchers (Commons & Page, 2001; Goulding, et al., 2004; Jang, 2004; Krakover, 2000). Therefore, this shows that seasonality causes impacts such as placing great pressure on transport and goods and increasing the cost for tourism enterprises; cost of recruiting; the instability of income; overutilization of resources; and the perishability of products during low season. However, employment is affected directly and clearly by seasonality such as the shortage of local workers led the company to seek international workers. Also, the irregular or occasional demand for labour affects employees'

retention, development, loss of skills, training, and their career opportunities. This generally has bad reflections on employees' commitment, health, and customer satisfaction.

On the other hand, Marshall (1999) studied the effects of seasonality on tourism employment. He defined seasonal job as a non-permanent paid job for those who were recruited by hotels to cover-up their shortage of employees in appealing to customers' needs and wants. Thus, their recruitment will end as soon as the peak season has passed.

Hudson and Cross (2005) noted that destinations encounter overcrowding and congestion. Also, saturation levels are often reached during peak seasons which leads to the over use of infrastructure and also the heavy demand on services. Thus, hotels recruit more employees to fulfill tourists' demand. Unfortunately, because of peaking, they often lack sufficient skills, experience and/or qualifications, which definitely will reduce the quality of service.

Muñoz-Bullón (2009) examined the differences in wages between male and females in tourism. In addition, results showed that employees prefer high season because they generate more income. However, they have to work more hours than in the low season to meet the demands of their customers.

Cox, Griffith and Rial-Gonzalez (2000) pointed out that high seasonality could easily cause stress when the demands exceed employee's capabilities to meet it, which leads to violence at the work place. Leith (2002) claimed that the high level of pressure leads to an aggressive management style which might have an influence on the employee's decision to quit their jobs. Faulkner and Patiar (1997) examined the sources of stress among front-office employees and housekeeping staff. The results of their study showed that there are some sources of stress which include: too much work, the lack of consultation or communication, inadequate feedback, and being undervalued. Receptionists reported being exposed to more diverse stressors than their housekeeping colleagues. Zohar (1994) also claimed that the low level of coordination between employees and different department leads to low level of control which is seen as the strong predictor of the work stress.

Sørensen and Jensen (2015) concentrated on service encounter. Therefore, they emphasized on the great role between frontline employees in the tourism sector and the users or customers. In their previous study in 2012, they claimed that some tourism companies do not involve their frontline employees in knowledge development which limits their incentives to develop ideas and knowledge from their service encounter.

Getz and Nilsson (2004) assured that tourism enterprises should anticipate the impact of seasonality and adopt strategies to meet high demand

on resources and adjust the negative impact of seasonality. Furthermore, Jeffery and Barden (1999) suggested the use of financial planning to manage fluctuation in employees and other resources.

Methodology

This study has been conducted to examine the effect of high seasonality at the work place and its effect on first-line employees. The questionnaire was distributed to the employees in Aqaba five stars hotels. Thus, this study is a descriptive approach and it utilizes the quantitative research design. The questionnaire is used to get adequate information from the study sample in order to answer the questions of the study and to test the hypotheses. Furthermore, the research has been designed to investigate the factors that affect receptionists in Aqaba's five star hotels during high seasonality. The management of hotels can take corrective actions and compete strategically with their competitors.

The population of the study is a group of individuals (or organizations), which has the same characteristics and features, that can be determined by the researcher and studied (Creswell, 2008). The study was limited to a group of five star hotels in the city of Aqaba. This city was selected because it is considered to be the second city in Jordan that has large number of hotels. Amman, the capital city of Jordan, has 146 classified hotels, followed by Aqaba which has 43 classified hotels, then Petra which has 28, and finally the Dead Sea which has 9 classified hotels (MOTA, 2015). However, the study was performed on a sample of the reception staff in the five-star hotels. The sample consisted of frontline employees from the selected hotels. Two research assistant participated in collecting the data for this study. They were trained on the procedures on how to distribute the questionnaire and how to approach the respondents. 100 questionnaires were distributed within one week. However, this was done twice a day for shift A and shift B in order to cover the whole employees. Simple random sample technique was utilized. 70 of the questionnaire were retrieved and 69 out of the 70 questionnaires were considered adequate to be analyzed.

The instrument of the study was divided into two parts. The first part consisted of the demographic factors of the respondents like gender, age, educational qualification, marital status, nationality, position, practical experience years, and salary. The second part is divided into three sections: the first section consisted of 11 paragraphs to measure job pressure that the receptionists face in high season. The second section consisted of eight paragraphs to measure the miscommunication that the staffs encounter in the high peaking. Finally, the last section look at the bad relation among staff and managers due to the high peaking. Consequently, asking seven questions were enough to study the bad relation between staffs and managers. The

items in this study were taken from previous studies such as the study of Berstein (1998), Bryan (2009), and Chias (1996). In addition, the Statistical Package for Social Science (SPSS-PC) version 16.0 was used to analyze the data collected for this study.

Results
Profile of Respondents

Table 1 lists the demographic profile of respondents which includes marital status, age, yearly income, employment status, and education. The total number of respondents was 69; however, 23.2% were females and 76.8 % were males. Most of the respondents had bachelor's degrees (33.3%), and the highest of them were those who has Diploma (49.3%). 43.5 % of the respondents are aged between 35-44 years old, followed by those who are aged between 25-34 years old (37.7). 84.1% of participants have the highest yearly income which ranged between $4000-$6000. The respondents who participated in this study represented all the staffs in Front Office Department. Thus, 36.2% were Front Office Supervisors, while 39.1% were Front Office Agent.

Table (1). Profile of Respondents

Variable		F	%
Gender	MALE	53	76.8
	Female	16	23.2
Marital Status	Single	30	43.5
	Married	23	33.3
	Widowed	12	17.4
	Divorced	1	1.4
	Separated	3	4.3
Age	18-24 years old	9	13.0
	25-34 years old	26	37.7
	35-44 years old	30	43.5
	45-54 years old	4	5.8
Education completed	No schooling completed	4	5.8
	High school graduate	2	2.9
	Diploma	34	49.3
	trade/technical/vocational/vocational training	6	8.7
	Bachelor's degree	23	33.3
Employment status	Front office Manager	15	21.7
	Front Office Supervisor	25	36.2
	Front Office Agent	27	39.1
	Reservation Manager	1	1.4
	Assistance Reservation Manager	1	1.4
Yearly Income	Less than 2000	4	5.8
	2000-4000 years	3	4.3
	4000-6000 years	58	84.1
	6000-8000 years	3	4.3
	Above 8000 years	1	1.4

Hypothesis Testing

To answer the hypotheses of the study, multiple regression method was utilized to examine the extent of the effect of high seasonality on all of

the independent variables (Pressure, Relationship, and Miscommunication) according to the following table (2):

Table 4. Regression analyses for the prediction of high seasonality on receptionist regarding the independent variables.

Independent variables	β	(R2)	R	t	Sig*
Pressure	0.908	0.825	0.908	17.769	0.000
Bad relation	0.637	0.406	0.637	6.763	0.000
Miscommunication	0.928	0.861	0.928	20.404	0.000

The results showed that there is a strong relationship between the power of interpretation of the two variables (R2 = 0.825). Consequently, the interpretation of the independent variable on the dependent variable amounted to 82.5% of the dependent variable. This amounted to α value which is statistically significant at the significance level ($\alpha \leq 0.05$), reaching (0.000). The foregoing indicates that there is an impact of a statistically significant difference between Pressure and high seasonality effect on receptionist when the level of significance is $0.05 \geq \alpha$.

Also, the results indicates that there is a weak relationship between bad relation and high seasonality of the two variables magnitude (R = 0.637). Whereas, the results listed in the table above showed that miscommunication had the highest relationship between the independent variables and the dependent variable (R = 0.928). Thus, this also reached a strong relationship between the power of interpretation of the two variables (R2 = 0.861). Also, the interpretation of the independent variable on the dependent variable amounted to 86.1% of the dependent variable, which indicated that high seasonality have a strong effect on the communications between the staff and the managers.

Discussion

This study sought to explore the effect of the high seasonality on the receptionists. The results of the hypothesis testing indicated that there was a strong relationship between seasonality and miscommunication, followed by a relationship between seasonality and pressure. Thus, the results showed that there was a weak relationship between seasonality and bad relation, which means that reception staffs are patient regardless of the pressure and stress of the high season. Also, they could deal in well-manner with the hotel's guests. The study highlighted the effect of seasonality on the communication between the first-line employees and managers.

Therefore, managers should enhance job satisfaction in their organizations. They should improve the wage system in the hotel and the fairness of the distribution of incentives in order to increase the loyalty of workers in the hotel. Hotels should offer training system in low season to enable staffs to be ready for high season. Also, hotels must attract well-

trained workers to reduce the pressure on staff in high seasonality in order to maintain high quality services. Hotels must implement special policies to deal with their guests in the high season. In addition, they should release stress and pressure on their staff in order to avoid mistakes and miscommunications among staffs. They should follow a continuous development plan in the reservation system in front office department to enable their staffs perform their jobs better.

Based on the results of this study, it is observed that mangers in Aqaba's hotel and hotels all over Jordan understood the effects of seasonality on their employees. Therefore, they apply policies and strategies to reduce the effects on the employees and at the same time, maximize the benefits of high seasonality. The satisfaction of the first-line employees reflects directly on customers' satisfactions. The main contribution of this study is shedding lights on the hidden problems that employees are suffering from. Several limitations were involved in this study. Firstly, there was a lack of academic attention to evaluate and examine the important roles of first-line employees in the catering and hospitality industry. This majorly occurs especially due to their suffering from the pressure of high seasonality. The focus of researchers on their responsibilities and duties were neglected to highlight their problems in the high season. In addition, the study was limited to Aqaba city. Researchers could apply this study to other destinations and could also find out other effects of high seasonality on the first-line employees, especially the receptionists.

References:
Abu jadayil, W. (2011), "Main factors causing workers turnover in Jordan industrial sector", *Jordan journal of mechanical and industry engineering, vol* 5(2).
Al Battat, A. R. S., & Som, A, P, M. (2013), "Employee dissatisfaction and turnover crises in the Malaysian hospitality industry", *international journal of business and management*, *vol 8*(5).
Al-khasawmeh, A, L. (2013), "Effect of organizational climate on job turnover of employees at tourism hotels in Petra region of Jordan". *American journal of social and management sciences,* 4(2).
Al Taweel, H, A, R. (1999), "Organizational Climate: Concepts & Horizons". Dar Wael Publishers, Amman.
Baker, D. (2015), " RECEPTIONIST Job Description. Retrieved from http://performancepartnersinc.net/wpcontent/collateral/jobdescription.pdf.
Baldinger, A.L. & Rubinson, J. (1996). Brand Loyalty: The Link Between Attitude and Behavior. *Journal of Advertising Research, 36*(6).
Baum & Lundtorp, S. (2001). Seasonality in Tourism: 173-186. Oxford: Pergamon.

Baum, T. (2006). Reflections on the nature of skills in the experience economy: challenging traditional skills models in hospitality. *Journal of Hospitality and Tourism Management, 13*(2), 124e135.

Beam, J. (2009). What is Employee Turnover? Retrieved November 13, 2009, Retrieved from WiseGEEK: http://www.wisegeek.com/what-is-employee-turnover.htm.

Beldona, S., & Cobanoglu, C. (2007). Importance-performance analysis of guest technologies in the lodging industry. *Cornell Hotel and Restaurant Administration Quarterly, 48*, 299.

Berstein J. (1998). Seasonality, systems, strategies and signals. Available: http://books.google.com.

Bigović, M. (2011). Quantifying seasonality in tourism: a case study of Montenegro. *Academica Turistica: Tourism & Innovation Journal*, *Year 4, No. 2.*

Bolton (2000). Services quality. *European Journal of Business and Management*, 185-193.

Bowen, J. & Shoemaker, S. (1998). Loyalty: A Strategic Commitment. *Cornell Hotel and Restaurant Administration Quarterly, 2,* 12-25.

Bryan, E. (2009), "*Receptionist Skills.* ebook – Sample Pages . Retrieved from   http://www.abctrainingsolutions.biz/ReceptionistSkillsebook-Sample.pdf.

Butler R. W. (1994), "*Seasonality in Tourism: Issues and Problems*". In A. V. Seaton (ed.) Tourism: the State of the Art. Chichester: Wiley & Sons.

Butler, R. & Mao, B. (1997), 'Seasonality in Tourism: Problems and Measurement'. In P. Murphy (ed.), *Quality Management*, Chichester, New York, Wiley.

Chias, J. (1996). Existe o no una Estrategia de Precios en el Turismo Español? [Is there a Pricing Strategy in Spanish Tourism. EDITUR, 1894, 11-15.

Chung, J.Y., (2009). e-Review of Tourism Research (eRTR), Vol. 7, No. 5.

Creswell, J. W. (2008). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*. NJ: Upper Saddle River.

Commons, J. & Page, S. (2001), 'Managing Seasonality in Peripheral Tourism Regions: The Case of Northland, New Zealand'. In T. Baum and S. Lundtrop (eds.), *Seasonality in Tourism*, New York, Pergamon, Amsterdam, pp.153-172.

Cox, T., Griffith, A. & Rial-Gonzalez, E. (2000). *Research on Work-related stress.* Luxembourg: European Agency for Safety and Health at Work.

Dickson, T.,& Huyton, J., (2008). Customer service, employee welfare and snow sports tourism in Australia. *International Journal of Contemporary Hospitality Management 20*, 199–214.

Edwards, B. (2009). *Receptionist Skills*. ebook – Sample Pages. Retrieved from http://www.abctrainingsolutions.biz/ReceptionistSkillsebook-Sample.pdf.

Ekinci, Y. (2001). The validation of the generic service quality dimensions: an alternative approach. *Journal of Retailing and Consumer Services* 8: 311-324.

Faulkner, B. & Patiar, A. (1997). Workplace induced stress among operational staff in the hotel industry. *International Journal of Hospitality Management*, 16, 99-117.

Getz, D. & Nilsson, P. (2004). Responses of Family Businesses to Extreme Seasonality in Demand: The Case of Bornholm, Denmark', *Tourism Management*, 25: 17-30.

Goulding, P.J. & Baum, T.G. & Morrison, A.J. (2004), 'Seasonal Trading and Lifestyle Motivation: Experiences of Small Tourism Businesses in Scotland', *Journal of Quality Assurance in Hospitality & Tourism*, 5(2/3/4): 209-238.

Gregory, K. (2011), "The importance of employee satisfaction", Neumann university, business review.

Gronroos (1990). Service Management and Marketing. *European Journal of Business and Management,* 185-193.

Hjalager, A. (2002). Repairing innovation defectiveness in tourism. *Tourism Management, 23*(5), 465e474.

Hudson, S., &Cross, P., (2005). Winter sports destinations: dealing with seasonality. In: igham, J. (Ed.), Sport Tourism Destinations, Issues, Opportunities and Analysis. Elsevier/Butterworth-Heinemann, England, pp. 188–204.

Jang, S. S. (2004). 'Mitigating Tourism Seasonality', *Annals of Tourism Research*, 31(4): 819-836.

Jeffrey, D. & Barden, R.R.D. (1999), 'An Analysis of the Nature, Causes and Marketing Implications of Seasonality in the Occupancy Performance of English Hotels', *Tourism Economics*, 5(1): 119-140.

Krakover, S. (2000), 'Partitioning Seasonal Employment in the Hospitality Industry', *Tourism Management*, 21(5): 461-471.

Kreisman, B. J. (2002). Identification of the drivers of employee dissatisfaction and turnover. Master of Philosophy Dissertation, Austin, University of Texas.

Koenig, N., Bischoff E., (2005). Seasonality Research: the state of art. University of Wales Swansea.

Koenig, N., & Bischoff, E.E., (2004). Analyzing seasonality in Welsh room occupancy data. *Annals of Tourism Research 31* (2), 374–392.

Koenig, N., Bischoff E., (2005). Seasonality Research: the state of art. University of Wales Swansea.

Kuznets, S .(1993). Introduction to "Seasonal Variations in Industry and Trade". NBER. 0-87014-021-3. (p. 1 - 6).

Leith, P. (2002), "Cooks gives celebrity chefs a roasting". The Guardian, 11 October, p. 5.

Lundtorp, S., (2001). Seasonality in Tourism Eds. Baum & Lundtorp: Pergamon. Oxford.

Marshall, K. (1999). *Seasonality in Employment, Perspectives, Statistics*. Cannada, Ottawa.

Ministry of Tourism and Antiquities (MOTA) (2015). *Tourism Statistics newsletter-   first   half   2015*.   Retrieved   from http://www.mota.gov.jo/contents/First_Half_2015.aspx.

Muñoz-Bullón, F. (2009), "The gap between male and female pay in the Spanish tourism industry", *Tourism Management 30*(2009): 638-649.

Mok C, & Armstrong, R,W. (1998). Expectations for hotel service quality: Do they differ from culture to culture? *Journal of Vacation Marketing 4*: 381-391.

Pegg,S., Patterson, I., & Gariddo, P,V. (2012). The impact of seasonality on tourism and hospitality operations in the alpine region of New South Wales, Australia. *International Journal of Hospitality Management, 31*. 659– 666.

Scott, D., &McBoyle, G., (2007). Climate change adaption in the ski industry. Mitigation and Adaptation Strategies for Global Change 12, 1411–1431.

Sla˚tten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees A study from the hospitality industry.   *Managing Service Quality, Vol. 21,* No. 1, pp. 88-107.

Sørensen, F., & Jensen, J. (2015). Value creation and knowledge development in tourism experience encounters. *Tourism Management, 46*.336-346.

Sørensen, F., & Jensen, J. (2012). Service encounter-based innovation and tourism. In E. Fayos-Sola, J. A. M. da Silva, & J. Jafari (Eds.), Bridging tourism and practice- Tourism strategies: Development, governance, climate change (pp. 129-153). Bingley: Emerald.

Tariq, M., Ramzan, M. & Raiz, A. (2013). The impact of employee turnover on the efficiency of the organization. *Interdisciplinary Journal of Contemporary Research in Business, 4* (9):700-711.

Wall, G. & Yan, M. (2003). Disaggregating Visitor Flows - the example of China. *Tourism Analysis, 7*(3/4): 191-205.

Zohar, D. (1994). Analysis of job stress profile in the hotel industry. *International Journal of Hospitality Management*, 13, (3), 219-231.