

The Impact of the Absence of Blue-Collar Workers on the Hospitality Business: A case study on Marsa Allam Red Sea Resorts

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ARTICLE INFO ABSTRACT

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Blue Collar Technicians play a vital role in the success of any Hospitality Business, in other words it plays the role of the hidden soldier. This segment of hospitality workers was severely affected by the successive crises during the recent years. Unfortunately, the recent crises led to many sharp fluctuations in the volume of business which obliged many workers to leave their job in the hospitality sector to other irrelevant jobs, that is not related to this important sector. This study sheds the light on the problem of labor random layoffs from the hospitality properties due to successive crisis and fluctuations of business in recent years and its effect on an important employee segment which is Blue Collar/hospitality technician and monitor its effect on the immigration to other working sectors.

Design/methodology/approach—the data were collected via a semi structured questionnaire addressed to experts in tourism and hospitality fields and another questionnaire addressed to a sample of Blue Collar/technician in the hospitality sector.

Research limitations/implications— The research focused on five and four-star resorts in Marsa Allam Red Sea area.

1. Introduction

Dealing with crisis in the hospitality industry was an issue that has been handled in many ways and different perspectives by hoteliers, hospitality experts and academics. Crisis to the hospitality organizations has many shapes; above all became the political instability and terrorism that could face any region (El-Sayed and Hammam, 2017; Breier et al., 2021), financial crisis either on the limited scale (in a certain region) or on the large scale (that includes many countries) or natural crises (Breier et al., 2021).

Experts in hospitality field offered many ideas and solutions to overcome crisis that may face hospitality operations as; designing new products and services, reshaping the marketing efforts, targeting new tourism destinations, targeting the local market with new offers and packages or call for governmental support (El-Sayed and Hammam, 2017).

Breier et al. (2021) added that to survive during a crisis it is important to extend the period for local payments and taxes. In addition; hospitality operation companies

are forced to search into ways and opportunities to add value to their services. Other researchers stated that cost reductions play a vital role in keeping business through crisis time (Kraus et al., 2020; Wenzel et al., 2020).

2. Literature Review

The fluctuation of demand in Hospitality business

The international industry of tourism and hospitality is recognized as main contributor of the global economy according to its effect on three main levels; exports, Gross Domestic Product (GDP), and employment. It is considered a basic container to accommodate workers with a huge number (Hanna, 2013).

One of the main characteristics and unique features of the hospitality services that it can't be stored as the process of services consumption should be at the same time and place of the production place. The continuous fluctuations in the demand of hospitality services is considered as one of the main issues and a disturbing problem that managers could face with alternative strategies (Şengel et al. 2020).

El-Sayed and Hammam, (2017) Stated that hospitality experts and hotels operation managers emphasized on the necessity of having an aligned plan to manage any crisis from all the involved parties. They also declared that after the political instability that Egypt had witnessed beginning from 2011 revolution and for almost continuous four years after that there was a decrease in numbers of tourist who visited Egypt and many hospitality properties owners and operation managers were forced to take the decision of reducing their rates even if it was unprofitable choice just to keep their business running but unfortunately this affect those properties in many ways and forced them to offer their employees unpaid vacations or dismissal of qualified workers with high salaries.

Other studies declared that in case of crisis, hotels operators follow limited strategies such as applying cutting costs on some fixed operating costs as staff salaries through reduce salaries, giving unpaid vacation or layoffs numbers of employees and workers (Butscher et al., 2009; Guilding, 2009; Ritchie, 2009; Wang & Ritchie, 2012).

Technician workers were among those employees in hotels and hospitality properties who suffered from reduction in their rates and salaries as they get 40% of their total income from the 12% service charges which was affected by decrease in the occupancy percentage also, the main salaries were reduced to 50% (Wang & Ritchie, 2012; El- Sayed and Hammam, 2017).

Those unsuitable conditions forced 70% of the qualified workers in hotels to work another job so they were obligated to work 16 hours daily in order to suffice their living needs or switch to another working career. Dispensing some jobs was another choice for most of business owners which lead to deterioration of the level of service provided and had a very bad effect on workers in the field of hospitality especially technician who felt that hospitality sector is not a safe sector to work anymore (El-Sayed and Hammam, 2017; Şengel, et al., 2020).

Technician in the hospitality business include workers from different departments such as; bellmen and housekeeping & recreation staff, gardeners, stewarding;

maintenance technician as; upkeep of refrigeration, air conditions, elevators, cable TV, phone lines, plumbers, carpenters, room furnishings, and lighting fixtures. This wide scope of maintenance needs requires a large breadth of expertise from hotel maintenance crews. It also means that maintenance planning is crucial for hotel success (Şengel, et al., 2020).

The effect of COVID-19 on Hospitality Business

One of the crises that recently faced the hospitality Industry and hit it strongly due to its lasting impact; was the spread of Coronavirus (COVID-19) and what resulted according to it, as some precautionary measures and restrictions were set to be followed around the world. For example; unexpected travel restrictions, border closures for most countries across the world and distancing orders were set and followed around the world. Coronavirus (COVID-19) affected all the economic sectors and among them came the hospitality business that was affected severely and led to a huge number of workers in the hospitality sector lost their jobs. (Khan and Hashim, 2020; Şengel et al., 2020).

Unfortunately, World Travel and Tourism Council (WTTC) reported that tourism and hospitality sector lost around 100 million jobs and still 197 million more jobs are at the risk along with an estimated loss of 5.5 trillion of travel and tourism GDP in 2020 due to prolonged travel restrictions and Movement Control Order (MCO) imposed by the nations (World Travel and Tourism Council, 2020).

The effect of COVID-19 on the Egyptian hospitality sector

Occupancy in hotel business influenced by many factors; some of them are internal and others related to the community or the environment where the hotel is located. The external factors that may affect the percentage of the hotel occupancy are; the economic status of the region, its political stability, the development in the technology, health concerns. Meanwhile there are some internal factors that are related to the hotel and affect the occupancy percentage such as; efficiency of the hotel management; service quality, value for the price, variety of facilities and the location of the hotel and the marketing strategy of the hotel (Abdullah and Hamdan, 2012).

Tourism and hospitality sector present a great contribution to the Egyptian National Income in addition to its role in generating job opportunities in a direct, and indirect way and in order to dilute the effect of COVID-19 on the sector of tourism and hospitality, the Egyptian government offered a number of supportive measures to workers as; suspension of rent payments for hospitality properties expanded the cash transfer program to 100,000 families in addition to setting a hotline for workers in the field of tourism and hospitality to leave their complaints (Scoop Empire, 2020).

3. Methodology

3.1. Research objective

The objective of the study is to:

- Measure the impact of successive crisis on the absence of skilled technician manpower and its effect on their willingness to remain in the business.

3.2. Research questions

With the previous background, the study thought to examine the following research questions:

- **Q1:** What is the impact of a succession of crises on the stability of technician manpower on five and four-star resorts in Marsa Allam Red Sea area?
- **Q2:** If the successive crises had affected the willing of the Blue collar to immigrate from the hospitality operation?

Limitations

This study is limited to five and four stars resort hotels in Marsa Allam- Red Sea, Egypt for studying the effect of recent crises on technicians (Blue Collar) who are working or worked in those resorts during the last ten years in order to determine to what extent they were affected by the instability conditions after 25th of January revolution till the pandemic of Coronavirus 2021.

3.3. Data and variables

Secondary data were collected via related references, publications, articles and websites. Meanwhile; the primary data of the research is considered a mixture among qualitative and quantitative analysis. The primary data were collected from; (1) A questionnaire that is addressed to technician on hospitality properties who already work in hotels or who left their positions after the succession of crises. (2) Interviews with experts in the hospitality field to stand on the effect of the successive crises and to find out ways to deal with its impact on technician manpower on the Egyptian hospitality business and also identifying the impact of the absence of the skilled technician on the success of the hospitality operation. Both secondary and primary data were playing a vital role for the success of the study (Sekaran, 2003).

Sample of the study

Seventeen resorts represents five and four stars resorts in Marsa Allam were under the study. The collection of data is mainly based on questionnaire that was written in Arabic language to make it easier for them to answer it. The questionnaire was distributed from the 3rd of December 2020 to 30th of Mars 2021, also a semi structured interviews with hotel managers and experts were held during the same period.

The questionnaire distributed mainly to technician who are working in Egyptian resort in Red Sea, Egypt. Technician workers in the hospitality business include; plumbers, electricians, carpenters, gardeners, and other workers in communications and networks. Those technicians were playing a vital role in the smooth of managing the hotel business and taking care of refrigeration, elevators, air conditions, cable TV, phone lines, room furnishings, lighting fixtures and landscape. (245) forms were distributed manually to explain any question if needed. Only 220 forms were valid to analysis. The data were processed statistically using the Statistical Package for Social Sciences (SPSS) version 16.

In order to stand on the impact of the fluctuation of business due to recent crisis and how it effects the hospitality industry that lead to the migration of the technician manpower worked in the Egyptian hospitality business, researcher conducted a semi structured interview with a number of hospitality experts. Thirty-two Semi structured interviews were conducted. Interviewees' selection was upon their experience in the hospitality field and also on their current position. The semi structured interviews were conducted with:

- Responsible from the ministry of Tourism and Antiquities.
- Responsible from the Egyptian Tourism Federation.
- Hotel Owners.
- Hotel General Managers.
- Directors of Human Resources.
- Director Learning and Development.
- Chief Engineers.
- Departments Heads.

3.4. Analysis and Findings

Findings from Customers' Questionnaire:

The questionnaire consist of nine questions and concentrated on some main points as; the description of hospitality Blue Collar to the working environment, if their salaries and wages were enough for a decent life for them, their need to take up another job in order to increase their income, the main effect of the successive crises on them, their opinion about the governmental efforts during crises and if it was enough to help them and finally if the successive crises affect their intention to continue working in the hospitality sector or not. The following table displayed analysis of customers' answers.

Table 1

Analysis of participants' demographic data

		Freq.(N.=220)	%
Age	Younger than 30 years	55	25
	30-35 years	88	40
	35-40 years	45	20.5
	More than 40 years old	32	14.5
Gender	Male	201	91.4
	Female	19	8.6
Education level	Secondary Technical Diploma	62	28.2
	High school	127	57.7
	High school degree	31	14.1

Respondents' demographic data were mainly concerned with their age, gender and their education level to monitor the extent of the impact of successive crises in the hospitality sector. Concerning respondents' ages, 40% (88) of respondents aged between 30-35 years old followed by respondents who are younger than 30 years old with 25%. The majority of respondents were male with 91.4% (201) while only 8.6% (19) of them were female. Around 57.7% (127) of respondents had a high school

degree also, 62 of respondents with 28.2% had a secondary technical diploma in addition to only 14.1% had a High school degree. Respondents' demographic data showed that the majority were aged between 30 to 40 years and a very big percentage of them were male, this may reveal that they are in a phase of their life that they in a deeply need to stable work and income.

Table 2
Analysis of participants' opinion

		Freq. (N.=220)	%
Respondents' description to their working environment	a) Bad work environment	185	84.1
	b) Natural work environment	35	16
	c) Good work environment	0	0
If the salary enough to the needs to survival/ livelihood?	a) Yes	15	6.81
	b) No	205	93.18
The need to take up another job to increase the income?	a) Yes	188	85.5
	b) No	32	14.5
The main effect of the successive crises on the blue collar workers in the hospitality field?	a) Reducing workers income	45	20.45
	b) Layoffs	82	37.3
	c) Turning hospitality as instable working sector	93	42.3
The governmental efforts were enough for them to help during the crisis	d) Yes	19	8.6
	e) No	201	91.4
The intention to resume working in the hospitality sector?	a) Yes	53	24
	b) No	167	76

Most of respondents (84%) stated that their employers don't provide them with a suitable working environment and they described it as a bad working environment. At the same time the majority of them emphasized that their salary is not enough to keep them surviving and this forced them to take up another job to increase the income and provide their families with their needs. Almost half of respondents see that hospitality sector become unsecure sector to work in, in addition to 37.3% who see that the main bad effect is layoffs from their jobs. A very big percentage of respondents blame the Egyptian government for its incomplete and insufficient efforts to save their jobs and see that the government should have more restricted and proactive actions to protect their rights. A very big percentage stated that this threat their retention and their desire to keep working in the hospitality field.

Findings from Semi Structured Interview

For the purpose of the study, researcher conduct fifteen separate semi structured interviews with experts in the hospitality field and some of the operation managers who had an experience in operating hotels with in the last fifteen years and who already dealt with and operated hotels in periods of crises. The duration of

the interview ranged from 20 to 30 minutes and questions were concerned about some points including;

- What are the main crises that recently affect the Egyptian hospitality industry?
- According to the fluctuation of the business's volume on recent years, what was the main causes that effect the hospitality business in Egypt?
- The importance of technician manpower to the hospitality business and what was the adapted efforts that your property took to support this segment of employees?
- What are the main actions your property follows during any crisis? Did it help with staffing retention?
- Interviewees' expectations about the time that the impact of the current crisis will reduce and to resume accordingly to the previous volume of business
- To overcome the current situation in hotel business, in your opinion, what are the actions that must be taken by the government?

About the main crises that recently affect the Egyptian hospitality industry interviewees stated that; since 2011 Egypt had witnessed two main crises that strongly affect the economic sector, and accordingly it also affected the tourism and hospitality sector; the revolution and the political instability for almost five years till 2015, the crash of the Russian flight 2015, and the pandemic of coronavirus at the beginning of 2020. Tourism and hospitality sector were among the main sectors that had been negatively affected. During the crisis of revolution and for almost five years; hotels' occupancy was around 30% and unfortunately it was decreased to 15-20% from the beginning of the pandemic of Coronavirus. Also, the length of stay and the average of guest expenditure were decreased.

Due to the successive of crises and the decrease in the number of travelers; many hospitality operations became unable to pay salaries or to fulfill their financial commitments. Hospitality operators were struggling for almost ten years to survive in a very hard conditions that lead to minimize their contribution in the Egyptian GDP and layoffs of employees from the hospitality properties also, the hospitality operations witnessed a decrease in service quality due to the layoffs of the qualified employees especially technicians who were working in hotels, recently many hotel properties suffer of finding qualified Blue Collar and technicians.

Technician manpower represent a very important segment for the hospitality business, and thus, it is considered indispensable. Moreover, it is not that easy to hire new technicians and to train them to work in hospitality business, to modify their attitude and behavior to fit working in hotels where international guests stay. Researchers noted that some operation managers have either not addressed the problem of those segment of employee retention or have attempted to address the problem with little success. On the other hand, relatively to the fluctuation of business, most of the hotel properties layoffs the majority of their staff, and they only kept the very necessary staff only, such as the security officers and the minimum gardeners.

Interviewees described the main actions that were taken, first by allowing to open the staff and the management team vacation plan in order to consume the vacations balance, then to start an unpaid vacation plan, and finally to not renewing/terminate staff members contracts. Meanwhile, starting a cutting cost plan for any unnecessary projects or services. Clever investors who have the affordability, sees that it was a very good opportunity to start a renovation plan for their properties. Of course, that never helps with the staffing retention

Interviewees' expectations about the time that the impact of the current crisis will reduce and to resume accordingly to the previous volume of business

Interviewees stated that; it will take a long time for the impact of that crisis to reduce, most probably, because the reasons are standstill and it is related to the international circumstances of the pandemic. It would take within two to three years for the volume of business to return as it was.

A group of interviewees have another opinion and clarified that; people were locked down for long periods, and as soon as the circumstances will allow them to travel, they will start to travel immediately. The primary concern will be how the pandemic is going on and if the numbers will reduce, and finally the numbers of the vaccinated persons in the hosting countries.

When discussing the main policies and procedures pursued by hotels to reduce costs during the current crisis interviewees declared that; most hotel operations trying to search in ways to reduce waste, reducing the quality of service and unfortunately this may include layoffs of a percentage of employees who have high qualifications.

To overcome the current situation in hotel business, hotel operators suggest some actions that must be taken by the government as;

- Severe control on the Hotel prices as we need to send a message to the world that Egypt is not a cheap destination
- Not giving any permission for increasing the number of rooms.
- Apply the New Norms to ensure the level of services offered to the guests
- Apply the security and the safety in the airports as per international standards
- Repositioning our marketing efforts for the passive, underlying and inactive markets. Meanwhile, to apply the same efforts to open new markets.
- Marketing strategies should be addressed to attract High expenditure clientele through offering them quality services, and paying more attention to add more Boutique hotels concept

In order to increase the occupancy ratios and average rate per guest, interviewees suggested: -

- Reallocate the markets shares
- Attract the Far East, European and Scandinavian markets and others, especially during winter season.
- increasing the local market share

When asking interviewees about the retention strategy in hotels; they answered that the majority of hotels don't have any effective retention strategy regardless of the benefits that they may gain when applying such strategies as; raising loyalty and stability feelings among employees; improve level of quality of service; improve employees' morale and all of these will lead to improve level of services offered to customers and upon this the economic situation of the establishment will improve.

After Corona virus; the Ministry of Tourism and Antiquities set some measurements to resume business in hotels that means operating hotels with the least numbers of customers with a certain precaution as operating with only 25% of the hotel capacity, applying a list of healthcare precautions against COVID-19, all employees of the hotel must do the test of corona virus and use disinfection equipment. Many of experts deemed this a very important step in saving the tourism and hospitality sector.

Hospitality experts worried about the negative effect of the massive layoffs among the hospitality properties clarified that hotels threatened with the loss of trained professional and technical workers (Blue Collar) who has a vital role in differentiate the operation and the quality of services offered by hotels on the long term.

Recent successive crises had a very bad effect on the hospitality sector in many ways as decline in hotels occupancy percentage, decreasing in sales volume and hence a decrease in the hotel revenue and profit. This force many hotel operations to shift their concentration on the local market and depend on it, they also adopt policies such as reducing employees' wages, offering them unpaid vacations or layoffs them to reduce costs.

International Tour Operator, such as TUI Germany, and recognized international German cooperation GIZ, organized together an International Workshop by the Lab of tomorrow, titled "More and better skilled staff for the Egyptian Tourism Sector" by participation of many worldwide Hospitality experts, held at TUI Magic Life Kalawy, February, 5-8 2018. The workshop recommend discussing the following aspects, in order to highlight the importance of the manpower for the Tourism Industry:

- Management Training
- Diversity & Inclusion
- On-the-job Training
- Pre-job Training
- Re-integration of Former Staff
- Job Quality.

More effective governmental efforts need to be focused on forcing hotel properties on keeping their employees, promoting to new kind of tourism and new type of accommodations that suits different customers' categories, tailoring new type of training programs for different categories of employees to raise their skills.

4. Conclusion and Recommendations

Conclusion

One of the frequent questions that workers and technicians may ask about is the policies of the hospitality properties to keep its' employees especially after they witnessed layoffs for many workers in the last ten years.

International resorts and hotels are keen to face crisis by presenting their customers with new marketing promotions and activities and at the same time keeps its manpower to a further degree and this concept do not exist among operators and owners in five and four-Stars properties in Marsa Allam –Red Sea. Those properties cared more in reducing costs that is why they firstly think about reducing salaries of employees or firing them, reducing quality of food and reducing energy costs.

Hotel organizations that don't have a clear strategy of employee retention and attract qualified employees are in a serious trouble. Operators must fully understand that abandoning trained and qualified technician in order to save operating costs during crisis period, exposed hotels to double costs in case of returning the hospitality business to its normal natural volume in an attempt to obtain qualified workers and technicians who are able to provide services in a quality that matches the brand name of the hotel.

Unfortunately, the unwise retention strategy affected employees feeling of loyalty and commitment towards working in the hospitality field especially in Independent and four stars hotels and force them to immigrate the hospitality field to another working sector. That is why there is a deeply need for more strict penalties from the government towards hotel properties that tend to lay off technician especially in time of crisis.

Recommendations

Recommendations	Directed to	Implementations Mechanism
1. There is a lack in researches that discuss problems of these segment of workers regardless of their role in the succession of the hospitality business.	<ul style="list-style-type: none"> Academic researches Hospitality experts 	<ul style="list-style-type: none"> Researchers should pay more attention to this segment and they might invite hotel owners, general managers and human resources in order to raise their awareness regarding that important segment.
2. There is a need for a greater support from government to those workers who are looking for temporary or permanent employment opportunities and helping them in their live hood.	<ul style="list-style-type: none"> Supreme Council for Tourism Ministry of Tourism and Antiquities Egyptian Tourism Authority Ministry of Social solidarity 	<ul style="list-style-type: none"> Providing secondary job for those workers during crisis periods. Prohibiting the layoffs of those workers during crisis periods. Offering them loans with low interests

<p>3. Hotel Properties should apply and build a loyalty policy among the workers and specially the technicians, in order to keep them on the long run.</p>	<ul style="list-style-type: none"> • Hotel owners • Hotel operators • Directors of Human resources • Department Heads 	<ul style="list-style-type: none"> • Applying a training plan for each and every department, in order to raise their skills and meanwhile, gain the staff loyalty • Distributing a percentage of the profits to the workers, who have already passed a specified number of years in the same hotel and according to the policy of each hotel
<p>4. Hiring graduates of technical school diplomas and preparing them to conduct training courses after graduation and before joining the labor market.</p>	<ul style="list-style-type: none"> • Ministry of tourism and Antiquities • Egyptian Tourism Federation • Egyptian Hotel Association 	<ul style="list-style-type: none"> • Tailoring training programs that can fit those fresh graduates in order to enable and prepare them for the market needs
<p>5. Offer the services of the maintenance departments to meet the needs of the neighboring residential areas.</p>	<ul style="list-style-type: none"> • Hotel owners • Hotel operators • Directors of Human resources • Department Heads 	<p>llowing the workers and specially the technicians to serve as an outside source for the surrounding community</p>
<p>6. The possibility of developing the current workforce and supplying them with cross exposure training to fill the current gap.</p>	<ul style="list-style-type: none"> • Human Resources • Training department • Ministry of tourism and Antiquities • Egyptian Tourism Federation 	<ul style="list-style-type: none"> • Preparing an extensive cross training plan for the workers, i.e. A plumber to be trained as carpenter and/or a kitchen equipment technician as an electrician
<p>7. Holding regular programs to raise efficiency and training on the use of modern machines on an ongoing basis, to keep the existing workforce up to date with the modernization.</p>	<ul style="list-style-type: none"> • Ministry of Tourism and Antiquities • Egyptian Tourism Authority • Ministry of Manpower and Immigration • Hotel Owners and operators 	<ul style="list-style-type: none"> • Tailoring up training programs to enable the existing workforce to be updated with the required modernization
<p>8. Trying to announce the possibility for young Youth who escaped the</p>	<ul style="list-style-type: none"> • Supreme Council for Tourism • Ministry of Tourism 	<ul style="list-style-type: none"> • The Ministry of Social Solidarity and The Ministry of Manpower and

Continued

<p>secondary educational years to join an incentive specialized training program to fill that gap of absence of blue collars and so that we can benefit from that idle labor segment</p>	<p>and Antiquities</p> <ul style="list-style-type: none"> • Egyptian Tourism Authority • Ministry of Social solidarity • Ministry of Manpower and Immigration • Hotel Owners and operators 	<p>Immigration to provide the required candidates</p> <ul style="list-style-type: none"> • Ministry of Tourism and antiquities to The Egyptian Tourism Federation to provide the appropriate training materials • Hotel Owners and operators to provide a decent place for the training and to adhere the hiring of those candidates
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أثر غياب ذوي الياقات الزرقاء في العمل الفندقية:
دراسة حالة عن منتجعات مرسى علم -البحر الأحمر

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كلية السياحة والفنادق جامعة 6 أكتوبر، 6 أكتوبر، القاهرة، مصر

معلومات المقالة	الملخص
الكلمات المفتاحية ذوي الياقات الزرقاء؛ الفنيين المهرة؛ المنشآت الفندقية؛ أزمة؛ تقلب حجم الأعمال.	يلعب الفنيون ذوو الياقات الزرقاء دورًا حيويًا في إنجاح أي منشأة ضيافة، وبعبارة أخرى، يلعبون دور الجندي الخفي. تأثرت هذه الشريحة من عمال الضيافة بشدة بالأزمات المتتالية خلال السنوات الأخيرة. لسوء الحظ، أدت الأزمات الأخيرة إلى العديد من التقلبات الحادة في حجم الأعمال مما أجبر العديد من العمال على ترك وظائفهم في قطاع الضيافة إلى وظائف أخرى غير مرتبطة بهذا القطاع الهام. تلقي هذه الدراسة الضوء على مشكلة التسريح العشوائي للعمال بمنشآت الضيافة بسبب الأزمات المتتالية وتقلبات الأعمال في السنوات الأخيرة وتأثيرها على قطاع مهم من الموظفين وهو الفنيين بقطاع الضيافة (الياقات الزرقاء) ومراقبة تأثيرها على الهجرة إلى قطاعات العمل الأخرى.
(JAAUTH) المجلد 21، العدد 3، (ديسمبر 2021)، ص 162-174.	منهجية البحث تم جمع البيانات من خلال مقابلات شبه منظم موجه إلى خبراء في مجالات السياحة والضيافة واستبيان آخر موجه إلى عينة من ذوي الياقات الزرقاء/ الفنيين في قطاع الضيافة.
	قيود / تداعيات البحث ركز البحث على المنتجعات فئة الخمس والأربع نجوم المستقلة في منطقة مرسى علم-البحر الأحمر.