Analyzing the Factors Influencing Employee Turnover in Egyptian Travel Agencies Category A and Its Impact on Employee Satisfaction

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Abstract

Employee turnover is a persistent challenge in the tourism industry, particularly within Egyptian travel agencies, where high attrition rates negatively impact operational efficiency, service quality, and financial stability. This research aims to analyze the key factors influencing employee turnover in Egyptian travel agencies category A and its impact on employee satisfaction by examining workplace conditions, career development opportunities, reward systems, and job satisfaction. A descriptive research methodology was adopted, utilizing surveys distributed to 154 employees across various travel agencies in Cairo, Alexandria, Hurghada, Luxor, and Aswan. The findings indicate that low wages, job dissatisfaction, lack of career advancement, and inadequate work-life balance are the primary drivers of turnover. Additionally, the study highlights the significant role of managerial support, workplace culture, and training programs in influencing employee retention. The results suggest that implementing competitive compensation structures, enhancing career development pathways, and fostering a positive work environment can significantly reduce turnover rates. Based on these insights, recommendations are provided for both the Egyptian Ministry of Tourism and Antiquities and travel agencies to implement strategic interventions that promote workforce stability and improve employee satisfaction. These measures are essential for sustaining the long-term growth and competitiveness of Egypt's tourism sector.

1. Introduction

According to Ngo-Henha (2017), Employee turnover has long been a prominent area of research. It remains a growing concern for many organizations and continues to attract scholarly attention. Research suggests that high turnover rates in the tourism industry often stem from dissatisfaction with factors such as relationships with supervisors, job content, working conditions, work schedules, salary, and benefits. Broadly defined, employee turnover refers to the movement of workers within the labor market across firms, positions, and occupations (Narkhede, 2015). Employee turnover can be categorized into three types: unavoidable turnover, desirable turnover, and undesirable turnover.

Research on employee turnover in the tourism industry is essential for identifying its key drivers and mitigating its negative effects. Such studies have significant implications for positive social change, as they provide business leaders with valuable insights into turnover trends and influencing factors. Industry leaders can use these findings to develop strategies, programs, and initiatives that benefit both organizations and employees. For instance, offering a structured approach to enhancing employee motivation can help reduce turnover, ultimately improving customer service. Employees who feel supported by their leaders and satisfied with their jobs are more likely to experience a sense of fulfillment. Higher job satisfaction is closely linked to overall life satisfaction. Without adequate support, organizations risk creating an environment of high employee turnover, which can undermine their long-term success (Dalluay et al., 2017).

This research seeks to identify the key determinants of turnover in Egyptian travel agencies, examining factors such as job satisfaction, career development opportunities, work environment, and incentives. By understanding the root causes of high turnover, the study aims to provide actionable recommendations to both policymakers and business leaders in the tourism sector to improve employee retention and enhance the long-term sustainability of travel agencies in Egypt.

Research Problem

Employee turnover in Egyptian travel agencies is a pressing challenge that negatively impacts service quality, operational stability, and financial performance. High turnover rates in the tourism sector result in increased recruitment and training costs, loss of experienced employees, and disruptions in customer service. Despite the industry's crucial role in Egypt's economy, many travel agencies struggle with retaining skilled workers due to inadequate compensation, limited career growth opportunities, stressful working conditions, and dissatisfaction with reward systems (Hefny, 2021).

While previous studies like (Awang et al., 2015, Zhang, 2016 and Xu et al., 2022) have explored employee turnover in the tourism sector globally, there is limited research focusing specifically on the Egyptian context. The unique employment characteristics of Egypt's tourism industry including seasonal employment patterns, job instability, and managerial practices necessitate a deeper investigation into the factors influencing employee retention.

Research Questions

There are several research questions as follows:
1. What are the main factors contributing to high employee turnover rates in Egyptian travel agencies?
2. How does the internal work environment in travel agencies affect employee satisfaction?

3. To what extent do career development opportunities improve employee retention in travel agencies?
4. Is there a relationship between reward and incentive systems and employee satisfaction levels?
5. How do various working conditions, such as working hours and job security, impact employees' turnover intentions?
6. What policies can travel agencies adopt to improve employee retention rates?

Research Objectives

There are several research objectives as follows:

- Identifying the causes of employee turnover in Egyptian travel agencies.
- Examining the impact of the internal work environment on employee satisfaction.
- Investigating the effectiveness of career development opportunities in reducing turnover.
- Analyzing the role of reward and incentive systems in promoting workforce stability.
- Assessing the effect of working conditions on employee satisfaction and turnover reduction.

2. Literature Review

Employee turnover is a critical issue affecting organizational stability and performance, particularly in the tourism sector, where turnover rates are higher than in other industries. The concept of "employee turnover intention" refers to an employee's likelihood of leaving an organization within a specific timeframe, making it a key predictor of actual turnover (Chao et al., 2015). Various factors influence this intention, including working conditions, wages, career growth opportunities, and job-related stress (Awang et al., 2015). In the tourism industry, unstable job nature, low salaries, and seasonality further contribute to high turnover rates (Ladkin & Buhalis, 2016). Understanding the causes, classifications, and effects of employee turnover, along with strategies to mitigate it, is essential for sustaining a stable workforce and enhancing the performance of travel agencies (Deery & Jago, 2015).

2.1. Concept of Employee Turnover Intention

Turnover intention, defined as an employee's likelihood of leaving an organization within a specific timeframe, serves as a key predictor of actual turnover. This intention is shaped by various workplace conditions and personal factors, which may or may not translate into actual turnover behavior (Chao et al., 2015). Awang et al. (2015) describe turnover intention as a behavioral attitude that reflects an employee's desire to exit an organization, highlighting its predictive role in employee retention. Recognizing turnover intention is crucial for employers, as voluntary turnover can often be prevented during the withdrawal process-before an employee formally resigns. However, despite efforts to address it, high employee turnover remains a persistent issue in the tourism industry, prompting researchers to call for further investigation into its underlying causes. To counteract this trend, industry leaders must translate research findings into actionable turnover prevention strategies.

2.2. Employment Characteristics in Tourism Industry

According to Chao et al. (2015) the concept of employment in the tourism industry encompasses all jobs related to tourism activities. In every country, the tourism sector consists of establishments primarily engaged in tourism-characteristic

activities. While most of these industries are universally recognized, some tourism-related activities are unique to specific countries (UNWTO, 2014).

Tourism employment is generally categorized into two levels based on the degree of involvement in the tourism supply chain. Direct employment includes frontline roles in hotels, restaurants, travel agencies, tourism information offices, airlines, cruise lines, resorts, and shopping outlets. Employees in these positions interact directly with tourists and cater to their needs. Indirect employment, on the other hand, arises from businesses that support the tourism industry, such as restaurant suppliers, construction companies that develop and maintain tourism infrastructure, aircraft manufacturers, and handicraft producers, marketing agencies, and accounting services. These roles are closely linked to companies offering direct employment, as they rely on them for revenue (UNWTO, 2014; Üngüren et al., 2024).

According to Ladkin and Buhalis (2016), the tourism workforce is often classified as part of the "peripheral labor" market, primarily composed of semi-skilled or unskilled workers employed on full-time, part-time, or short-term contracts. Due to the nature of tourism jobs, they tend to attract individuals from specific demographic groups. The industry frequently depends on young, inexperienced workers to fill positions, as skilled and experienced professionals often seek employment in other sectors.

However, the tourism industry has faced criticism for several challenges. Issues such as inadequate training and low wages discourage employees, who are expected to meet the demands of paying customers seeking service, entertainment, and accommodation. These factors contribute to the perception that tourism jobs are stressful, with employees often struggling to maintain a healthy work-life balance. As a result, the industry experiences higher levels of job dissatisfaction compared to other sectors, with surveys indicating that more than half of the workforce feels unhappy and considers leaving their jobs (Stamolampros et al., 2019).

In summary the research defined Employee turnover as the likelihood of employees leaving a travel agency within a specific timeframe, serving as a key predictor of actual turnover. It is influenced by various factors such as working conditions, low wages, and limited career growth opportunities.

2.3 Employee Turnover Classifications

Allen et al. (2010) state that "although there may be shared characteristics and outcomes associated with each incidence of turnover, there are different types of turnover, each with its own implications." Employee turnover can be broadly categorized into two primary types: voluntary turnover and involuntary turnover. Voluntary turnover occurs when employees choose to leave their jobs, while involuntary turnover takes place when the employer terminates the employment relationship (Masfar, 2020). Expanding on this framework, Taylor (2002) and Fay (2017) identify four distinct classifications of turnover as follows:

2.3.1. Push Factors

Nair et al. (2016) defined push factors as internal organizational issues that drive employees to resign. Kinicki et al. (2002) identify five key push factors: pay, job satisfaction, relationships with co-workers, supervisory relationships, and promotion opportunities. Hofhuis et al. (2014) further expand this list to include personal functioning and organizational culture.

2.3.2. Pull Factors

Pull factors refer to external opportunities that attract employees away from their current jobs. The impact of pull factors is particularly strong in loose labor markets, where job opportunities are plentiful. The tourism sector is inherently

transient, with a constantly shifting workforce. Even in tight labor markets, where job opportunities are limited, pull factors remain influential in tourism due to its seasonal and fluctuating nature (Williams et al., 2008).

2.3.3. Unavoidable Causes

Unavoidable causes of turnover refer to circumstances beyond the control of both employees and employers. Taylor (2002) highlights that such cases include life events like death, illness, or family responsibilities, which necessitate an employee's departure from the workforce.

2.3.4. Involuntary Turnover

Involuntary turnover occurs when an employer terminates an employee's contract, often due to poor performance, layoffs, or company closure (McDonald, 2011). Taylor (2002) notes that involuntary turnover often carries negative consequences, as it can hinder an individual's future employment prospects. Layoffs in particular, can lower morale among remaining employees and damage the organization's reputation.

2.4 Effects of Employee Turnover

Employee turnover is a significant financial burden for travel agencies. Narayanan (2016) identifies five major cost categories associated with employee turnover: pre-departure costs, recruitment, selection, orientation, and lost productivity. If left unmanaged, high turnover can have severe financial and operational consequences. Travel agencies risk losing millions of dollars when employees especially those in leadership roles-resign. Each departure results in a temporary drop in productivity due to the learning curve required for new hires to become proficient in their roles and adapt to organizational processes. Additionally, high turnover can lead to unemployment and a slowdown in economic activity.

A rising turnover rate creates a substantial challenge for employee retention, as it incurs high replacement and training costs, reduced productivity, and diminished profitability. Tourism leaders must recognize the importance of skilled employees and the difficulties in replacing them. The costs of replacing talented employees include expenses related to recruitment, hiring incentives, onboarding programs, employment agency fees, and training. Additionally, organizations face temporary disruptions, including teamwork interruptions, overtime costs for remaining employees, loss of valuable expertise, and payouts for accrued leave (Zhang, 2016).

Beyond organizational costs, high turnover also affects the broader economy. A stable workforce is essential for a sustainable and productive economy (Zhang, 2016). Furthermore, travel agencies suffer losses when well-trained employees leave, taking with them valuable knowledge and skills. Narayanan (2016) notes that organizations with high turnover rates among full-time employees often experience declining customer satisfaction.

2.5 Strategies to Reduce Employee Turnover

The tourism industry faces a significant challenge in reducing employee turnover, as their interactions with guests directly impact business success. Strategies to mitigate turnover include competitive compensation, comprehensive benefits, and non-financial support. Deery and Jago (2015) highlight three critical areas for combating high turnover rates: talent management, work-life balance initiatives, and employee retention strategies. Implementing work-life balance programs is one of the most effective strategies for improving retention, as changes in work-life policies directly influence job satisfaction, organizational commitment, and employee well-being. Gellatly et al. (2015) investigate the relationship between employee commitment and turnover intention, categorizing organizational commitment into

affective, normative, and continuance commitment. Employees with strong affective and normative commitment are more likely to experience positive work relationships and lower turnover intention. Karatepe and Kilic (2015) emphasize the importance of managerial support in reducing turnover, particularly in addressing work-family conflicts. Organizations that implement retention strategies focusing on employee well-being create a more stable and engaged workforce.

2.6 Factors That Influence Employee's Turnover in the Egyptian Travel Agencies

Acharya and Siddiq (2017) state that human resources are an essential asset for every travel agency. Travel agencies can enhance employee effectiveness through strategies such as periodic training programs, motivation, empowerment, promotions, and adequate incentives. Despite these efforts, many agencies still face the constant threat of high employee turnover rates, resulting in low employee retention. The replacement of employees with new hires incurs additional costs, which represent a significant loss for the travel agencies while benefiting competitors. Employee retention remains a vital challenge due to the expenses associated with recruiting, selecting, and training new employees. The intention to leave causes several practical problems, such as loss of skills, additional staff requirements, and increased managerial costs (Toprak et al., 2015).

Employee turnover is a pervasive issue in the tourism industry. Al Mamun and Hasan (2017) highlight that employee turnover in the tourism sector is influenced by work experience, supervisory practices, and employee compensation. High turnover poses risks to organizational goals, making retention strategies essential. Acharya and Siddiq (2017) identify three major factors contributing to high turnover in the tourism industry: low levels of employee inspiration, inadequate rewards, and poor work-life balance.

Xu et al. (2022) argues that high turnover is often linked to factors such as low wages, poor working conditions, and a high concentration of seasonal or casual workers. Additionally, turnover may arise from high demand for skills, where employees are enticed to leave for better pay. Üngüren et al. (2024) attributes turnover to poor job feedback, unmet expectations, performance problems, job stress, lack of career advancement, and inadequate socialization. Moreover, management styles and psychological factors significantly influence turnover intentions. Khasawneh (2013) found that work-related elements like the work environment, relationships with managers, reward systems, management styles, and job security play crucial roles in turnover. For travel agency staff, job change factors include job nature, industry dynamics, organizational attributes, and personal reasons. The research explores key factors influencing employee turnover intentions as follows:

1.6.1. Environmental Factors
Environmental factors such as organizational culture, relationships with coworkers, career development opportunities, and reward structures influence employees' intentions to leave (Toprak et al., 2015). Xu et al. (2022) identified factors such as working conditions, personal fulfillment, and travel requirements as determinants of turnover. External environmental pressures often shape employee patterns. Moreover, environmental factors as largely uncontrollable. Voluntary turnover often occurs when employees leave due to adverse environmental factors, while others are pulled away by better opportunities (Masfar, 2020).

1.6.2. Organizational Factors
Organizational factors, such as coworker relationships, training, compensation, role clarity, work engagement, and career prospects, significantly affect job

satisfaction. Employees in the tourism industry often lack family-supportive supervisors, which limits their ability to participate in family and social activities. Organizational socialization tactics positively influence job satisfaction for newcomers. Corporate social responsibility practices also boost job satisfaction and retention (Stamolampros et al., 2019).

Internal organizational factors include structure, centralization, hierarchy, and organizational justice. Studies show that higher levels of managerial politics exist in upper hierarchies, which may contribute to dissatisfaction. Supportive communication practices and positive relationships with supervisors are key to fostering employee commitment and satisfaction. Effective organizational strategies and a win–win relationship between employers and employees can lead to higher retention rates (Abd Hadi, 2013).

1.6.3. Personal Factors

Personal factors such as personality, age, gender, race, attitudes, and family responsibilities influence turnover intentions. Unrealistic job expectations, low engagement, and a lack of embeddedness within the organization often result in higher turnover rates. Personal motivations, such as the desire to learn new skills or changes in family situations, also play a role. Tourism leaders can reduce turnover by fostering effective interpersonal relationships and addressing personal compensation concerns (Razip and Maulabaksh, 2015).

1.6.4. Job Dissatisfaction

Job dissatisfaction is one of the primary reasons employees leave their jobs. Factors like poor job content, unfavorable working conditions, low pay, and high job pressure contribute to dissatisfaction. In the tourism industry, the combination of lower wages, irregular hours, and high work pressure makes turnover more likely. Addressing job dissatisfaction requires improving working conditions, offering fair pay, and supporting work-life balance (Wang, 2017).

1.6.5. Work Environment

The work environment, both physical and non-physical, significantly affects employee turnover intentions. Physical factors such as temperature, lighting, and equipment impact employee attitudes and performance, while non-physical factors like coworker relationships and supervisor support influence job satisfaction (Adewale et al., 2020). Jayaweera (2015) found that unfavorable physical environments, such as extreme working conditions, harm motivation and performance. A positive atmosphere that promotes cleanliness, fairness, and harmony enhances retention and commitment. Conversely, long working hours, lack of training, and low wages contribute to stress and increased turnover intentions.

1.6.6. Seasonality

The tourism industry is highly seasonal, leading to workforce instability. Seasonal jobs are often characterized by low wages, unskilled labor, irregular working hours, and limited career opportunities, resulting in high turnover rates (Chalkiti and Sigala, 2010). Developing countries face additional challenges, as the tourism workforce is often young, undereducated, and highly mobile. These conditions contribute to the perception of tourism jobs as temporary, further exacerbating turnover (UNWTO, 2014).

1.6.7. Job Security

Job security is a critical factor in reducing turnover intentions. Employees are more likely to remain loyal to organizations that provide a sense of stability and protect them from the risk of layoffs (Karatepe et al., 2020). Raza et al. (2015) found that job security positively influences job satisfaction and reduces turnover.

Conversely, job insecurity creates anxiety and impairs employees' ability to maintain a stable life. Ensuring job stability can improve retention and employee morale.

1.6.8. Employee Compensation

Compensation plays a vital role in attracting and retaining talent. Lower salaries and insufficient financial rewards are significant drivers of turnover intentions. Compensation may include financial incentives, non-cash benefits like housing or cars, and stock options. Poor compensation practices lead to job dissatisfaction and reduced loyalty. Moreover, opportunities for advancement and promotions, along with cohesive workgroups and supportive leadership, can offset turnover risks. Compensation policies must be fair and aligned with employee expectations to prevent dissatisfaction and high turnover rates (Siddiqui, 2018).

3. Methodology

3.1 Research design

The research design chosen for this study is descriptive research, as it aims to analyze the key factors influencing employee turnover in Egyptian travel agencies and its impact on employee satisfaction. Moreover, this study attempts to explore previous research conducted in labor turnover within Egyptian travel agencies. To achieve this, the study will make use of descriptive statistics to summarize the data and correlational statistics to confirm the direction and amount of the relationship among the variables. A survey research design is a structured questionnaire to achieve the purpose of this study. The questionnaire form covers dependent, independent, and moderating variables.

3.2 Data collection

The researcher used the descriptive analytical approach, where online surveys were used to gather data, and they were designed in a way that was pertinent to the circumstances in order to reduce the number of unreliable responses. They were distributed to (154) travel agency employees during three months from September to December 2024. The statistical analysis of the responses was carried out via SPSS v25. Data has been collected through questionnaires that were prepared in an approach that is relevant to the situation so as to decrease invalid responses.

3.3 Questionnaire Design and Measure

This research aims to assess to what extent the potential effects of employee turnover in Egyptian Travel agencies. Moreover, the research questionnaire survey technique is used in this research to assess the dimensions of employee turnover in Egyptian Travel agencies. To achieve that, this research employed a method of descriptive analytical methodology by using a questionnaire tool. A survey consisting of nine sections was used as a data collection tool. The first section includes the travel agency employees' demographic characteristics (gender, age, monthly income, and educational level). The second section includes study-related data (the travel agency's location, the years of experience, the number of times travel agencies employees changed their agency, and the level of satisfaction with your job at your travel agency). The third section included 8 variables representing the internal work environment at travel agencies. The fourth section included 10 variables representing career development opportunities in travel agencies. The fifth section included 12 variables representing participation in decision-making within travel agencies. The sixth section included 14 variables representing training in travel agencies. The seventh section included 13 variables representing rewards and incentives in travel agencies. The eighth section included 12 variables representing working conditions in travel agencies. The ninth section included 12 variables representing the level of satisfaction with the factors that influence your decision to change your workplace.

The questionnaire items were anchored according to the Three-Point Likert Scale: "1 = disagree," "2 = neutral," and "3 = agree.". The researcher relies on several studies to design the questionnaire, including Chalkiti and Sigala (2010), Razip and Maulabaksh (2015), Al Mamun and Hasan (2017), Acharya and Siddiq (2017), Stamolampros et al. (2019), Hefny (2021), Xu et al. (2022), and Üngüren et al. (2024).

3.4 Determining the Population/ Sample

The target population for this is across various travel agencies in Egypt. The number of respondents who work for a travel agency was spread out among the cities of Cairo (1207 agencies), Alexandria (100 agencies), Hurghada (63 agencies), Luxor (90 agencies), and Aswan (38 agencies), totaling 8448 employees (Egyptian Travel Agents Association, 2025). These cities were chosen for their geographical diversity and because they have the highest concentration of travel agencies. The researcher used Stephen K. Thompson's equation to calculate the sample size from the next formula:

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2\right)\right] + p(1-p)\right]}$$

Source: (Thompson, 2014)

Where:
(**n**) Sample size (154)
(**N**) Indicates Population size (8448)
(**Z**) Confidence level at 95% (standard value of 1.96)
(**d**) Error proportion =0.05
(**p**) Is the probability 50%.

As a result, a sample of is 154 employees across various travel agencies in Egypt were selected randomly. All the responses were obtained valid.

3.5 Data Processing and Analyzing

The first stage involves preparing data for analysis, verifying, and coding quantitative and qualitative data. Data is processed and analyzed, including editing, coding, categorizing, tabulating, and performing statistical computations. Quantitative data analysis was performed on the sample data collected through an online survey using SPSS V.25. Conducted reliability analysis using Cronbach's alpha, frequencies, percent, means, standard deviation, rank, and attitude correlation analysis to determine the strength of the relationship between variables, and a simple linear regression test to assess the extent of the linear relationship between variables.

3.6 Validity & Reliability Analysis

During the preliminary analysis, evaluated the internal consistency of the research instrument, and all of the instrument scales were found to be reliable. To estimate the internal consistency of the variables, Cronbach's alpha calculated, which is a reliability score commonly used in research. A Cronbach's alpha of .70 or higher indicates acceptable reliability.

Table (1) Cronbach's Alpha Value

Variables	No. of items	Cronbach's Alpha	Validity Coefficient*
Internal work environment at travel agencies	8	0.942	0.971
Career development opportunities in travel agencies	10	0.909	0.953
Participation in decision-making within travel agencies	12	0.927	0.963
Training in travel agencies	14	0.911	0.954

Rewards and incentives in travel agencies	**13**	**0.888**	**0.942**
Working conditions in travel agencies	**12**	**0.834**	**0.913**
level of satisfaction with travel agencies	**6**	**0.900**	**0.949**
Total	75	0.977	0.988

* Validity coefficient = $\sqrt{}$ **Reliability coefficient**

Table (1) shows The internal consistency reliability scores for the scales of Internal work environment at the tourism travel agencies (8 items), Career development opportunities in travel agencies (10 items), Participation in decision-making within the travel agencies (12 items), Training in travel agencies (14 items), Rewards and incentives in travel agencies (13 items), Working conditions in travel agencies (12 items), and level of satisfaction with the factors that influence your decision to change your workplace (6 items) were .942, .909, .927, .9.11, .888, .834, and .9.00, respectively.

4. Results

First Section: Respondent Demographic Characteristics

Table 2: Demographic profile of sample elements

Variable		Frequency	Percentage (%)
Gender			
	Male	**98**	**63.6**
	Female	**56**	**36.4**
Age Group			
	Less than 25	**14**	**9.1**
	26 – 35 years old	**77**	**50.0**
	36 – 45 years old	**56**	**36.4**
	46 – 55 years old	**7**	**4.5**
Monthly Income (In Egyptian pounds)			
	Less than 5000 EGP	**7**	**4.5**
	5001 – 8000 EGP	**70**	**45.5**
	8001 – 11000 EGP	**49**	**31.8**
	Over than 11000 EGP	**28**	**18.2**
Educational level			
	Secondary school	**0**	**0**
	Bachelor's degree	**154**	**100.0**
	Master's Degree	**0**	**0**
	Ph.D. Degree	**0**	**0**

Based on the gender frequency table (2) obtained from the questionnaire, it can be concluded that a total of 154 respondents participated. The analysis of the gender distribution indicates that 63.6% of the respondents were male, while 36.4% were female. This data suggests a clear gender imbalance in the respondents, with a significantly higher percentage of male participants. The data indicates that the majority of the participants fell within the age range of 26-35 years, with a percentage of 50. This was followed by the age range of 36-45 years with a percentage of 36.4 and less than 25 years with a percentage of 9.1. The age range of 46 – 55 years had the smallest percentage of respondents, at 7%. These statistics suggest that the questionnaire was most effective in capturing the opinions and experiences of individuals between the ages of 26-35 years. In terms of monthly income, the majority of respondents' monthly income ranged between 5001 – 8000 EGP (45.50%), followed by respondents' monthly income of 8001 – 11000 EGP (31.80%). In terms

of education level, the all-typical degree is a bachelor's degree, which is held by (100 %) of respondents.

Second Section: Study Related Data

The study sample, which included respondents who work for a travel agency, was spread out among the cities of Cairo, Alexandria, Hurghada, Luxor, and Aswan, as shown in the figure 1. The sample's greatest dispersion is seen in Cairo (35.10%), followed by Hurghada.
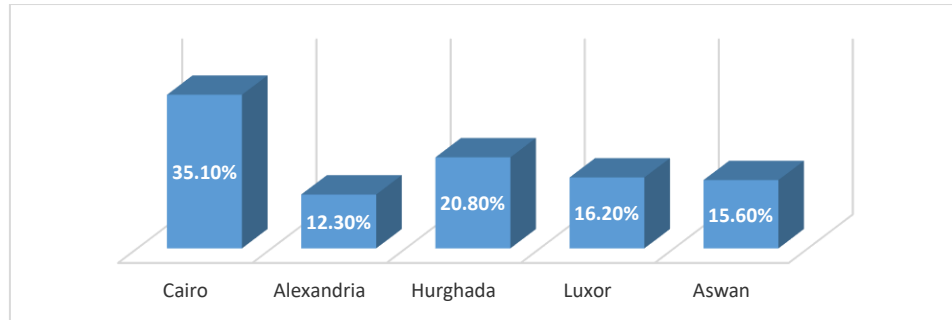

Figure1: Travel Agency's Location

Based on the experience period frequency figure 2 obtained from the questionnaire, it can be concluded that a total of 154 respondents participated. The data indicates that the majority of the participants had experience periods of less than 5 years, with a combined percentage of 54.40. The experience period range of 10-15 years was the next most common, with a percentage of 27.30. The percentage of respondents with experience periods range of 6-10 years were relatively low, at 18.20 %.
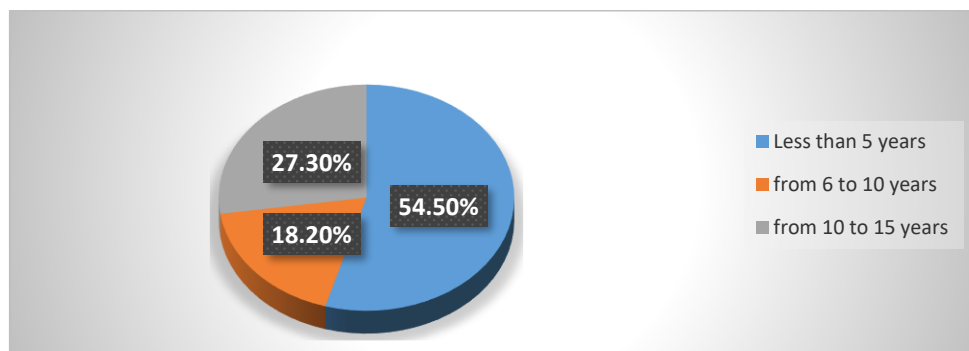

Figure2: Years of Experiences

Figure 3 shows the number of times travel agency employees changed their agency. The statistical analysis showed that 36.40% of the study sample changed their jobs 2-3 times.
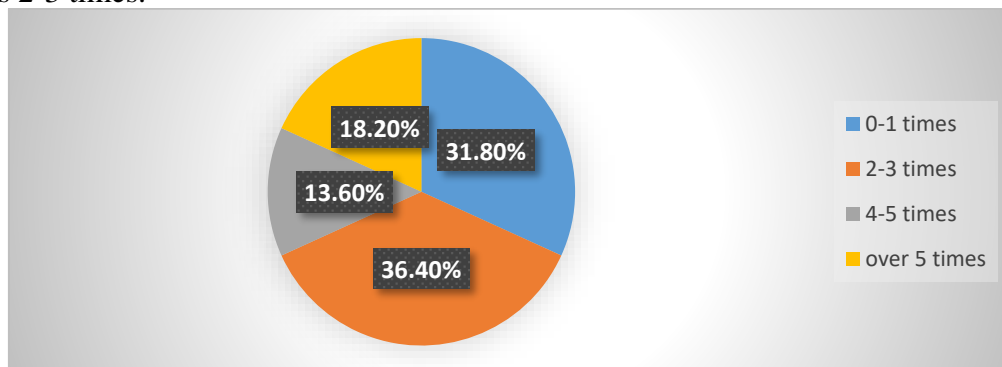

Figure3: The Number of Times Employees Have Changed Their Agency

The following figure 4 shows the extent of satisfaction of travel agencies employees with their jobs. The analysis results show that the majority of the study sample are satisfied with their jobs.
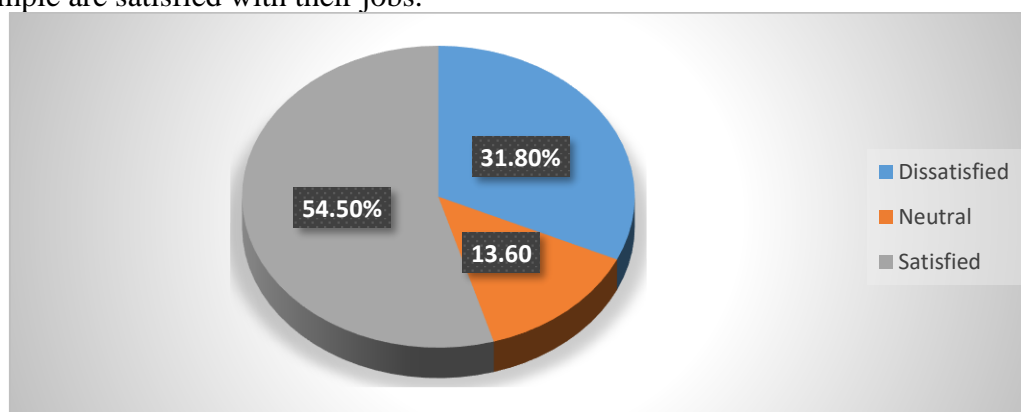

Figure4: The Level of Job Satisfaction at Your Travel Agency

First Section: Internal Work Environment at Travel Agencies

Table 3: Internal Work Environment at Travel Agencies

Variables	Mean	SD	Rank	Attitude
The work environment encourages professional growth.	2.86	.422	2	Agree
The work environment promotes functional harmony and teamwork.	2.82	.387	3	Agree
The work environment provides various forms of support for employees.	2.86	.344	1	Agree
The travel agency management listens to employees' suggestions and needs.	2.82	.487	4	Agree
The work environment in your travel agency fosters innovation and creativity.	2.73	.640	8	Agree
The work environment encourages collaboration among employees.	2.73	.540	7	Agree
The work environment in the travel agency promotes continuous learning and development.	2.77	.600	6	Agree
You feel the work environment is comfortable and helps you perform your tasks efficiently.	2.77	.518	5	Agree
Total Mean	**2.80**			**Agree**

Table (3) presents the means and standard deviations of the internal work environment at travel agencies, where the means ranged between (2.86–2.73) compared with the total instrument mean for the domain (2.80). The item "The work environment provides various forms of support for employees." ranked first (mean = 2.86, standard deviation = 0.344). The item "The work environment in your travel agency fosters innovation and creativity." ranked last, reaching a mean (2.73) and the standard deviation was (0.640).

Second section: Career Development Opportunities in Travel Agencies

Table 4: Career Development Opportunities in Travel Agencies

Variables	Mean	SD	Rank	Attitude
The travel agency provides a clear path for career progression.	2.77	.420	6	Agree
There are continuous opportunities to enhance and develop your skills within the travel agency.	2.95	.209	1	Agree
The travel agency offers training programs to help you achieve your professional aspirations.	2.86	.344	2	Agree
The travel agency regularly offers promotions based on performance and competence.	2.86	.422	3	Agree
The travel agency supports employees in achieving their long-term career goals.	2.82	.387	4	Agree
Promotions in the travel agency are based on fair and clear criteria.	2.82	.491	5	Agree
Performance evaluations help you improve your professional skills.	2.77	.600	8	Agree
You receive appropriate guidance from management to support your career path.	2.77	.518	7	Agree
The travel agency provides opportunities to transfer between departments to develop your skills.	2.41	.781	10	Agree
You feel career development opportunities align with your personal professional goals.	2.64	.645	9	Agree
Total Mean	**2.78**			**Agree**

Table No. 4 summarizes the attitudes, means, and standard deviation in Career development opportunities in travel agencies. The overall mean value of 2.78. In addition, the greatest mean was for "There are continuous opportunities to enhance and develop your skills within the travel agency." with a value of 2.95 and a standard deviation of 0.209, while the lowest mean value was for "The travel agency provides opportunities to transfer between departments to develop your skills." with a low mean value of 2.41 and a standard deviation of 0.781.

Third Section: Participation in Decision-Making within Travel Agencies

Table 5: Participation in Decision-Making within Travel Agencies

Variables	Mean	SD	Rank	Attitude
You feel adequately involved in decision-making.	2.59	.653	9	Agree
The management encourages you to present your suggestions and opinions in important decisions.	2.64	.570	8	Agree
You feel capable of influencing decisions that affect your work.	2.55	.658	10	Agree
The decision-making process in the travel agency is characterized by transparency and	2.68	.457	6	Agree

open communication.				
Your participation in decision-making is appreciated by management.	2.68	.557	7	Agree
Effective channels are available to convey your suggestions and opinions to the relevant departments.	2.50	.725	12	Agree
The management contributes to empowering employees to participate effectively in decision-making.	2.55	.724	11	Agree
You feel you have the opportunity to present new ideas and participate in improving work processes.	2.91	.288	1	Agree
Decisions made by management consider the needs and opinions of employees.	2.82	.491	2	Agree
Management respects the opinions of both superiors and subordinates.	2.77	.518	4	Agree
Management applies systems and instructions flexibly.	2.77	.420	3	Agree
Management values the travel agency's employees as individuals with personal motivations and goals.	2.73	.447	5	Agree
Total Mean	**2.68**			**Agree**

It's declared from this table 5 that respondent's see that Participation in decision-making within travel agencies and the most Participation in decision-making are: "You feel you have the opportunity to present new ideas and participate in improving work processes.", "Decisions made by management consider the needs and opinions of employees." and "Management applies systems and instructions flexibly." with mean 2.91, 2.82 and 2.77 respectively.

Fourth Section: Training in Travel Agencies

Table 6: Training in Travel Agencies

Variables	Mean	SD	Rank	Attitude
Training programs provided by the travel agency meet your job requirements.	2.82	.491	7	Agree
Training improves your skills and increases your work efficiency.	2.77	.470	10	Agree
The travel agency offers ongoing training opportunities to keep up with the tourism sector's developments.	2.86	.344	1	Agree
Training programs improve the quality of service you offer to clients.	2.86	.444	3	Agree
Training programs provided by the travel agency are sufficient and appropriate.	2.82	.487	6	Agree
Trainers in the programs have sufficient expertise and deliver information clearly.	2.86	.422	2	Agree
Training programs have a direct impact on improving your job performance.	2.73	.540	13	Agree
The travel agency provides training opportunities to develop your leadership and managerial skills.	2.73	.447	12	Agree
Training enhances your knowledge of tourist	2.77	.453	9	Agree

destinations and services offered.				
You can effectively apply what you learned in training to your daily tasks.	2.77	.420	8	Agree
The travel agency works to provide training opportunities for all employees without exception.	2.82	.387	5	Agree
The travel agency is interested in involving its employees in training courses in various fields.	2.86	.474	4	Agree
The travel agency focuses on linking employees' training paths to their career paths.	2.77	.520	11	Agree
The travel agency considers training a strategic option for human resources development.	2.59	.493	14	Agree
Total Mean	**2.79**			**Agree**

Table (6) presents the means and standard deviations for Training in travel agencies, ranging from 2.59 to 2.86. Compared to the overall mean of 2.79, the statement "The travel agency offers ongoing training opportunities to keep up with the tourism sector's developments." achieved the highest ranking (mean = 2.86, SD =0.344). Meanwhile, the statement "The travel agency considers training a strategic option for human resources development." ranked last (mean = 2.59, SD = 0.493).

Fifth Section: Rewards and Incentives in Travel Agencies

Table 7: Rewards and Incentives in Travel Agencies

Variables	Mean	SD	Rank	Attitude
You feel that the travel agency's rewards and incentives system is fair and just.	2.64	.483	10	Agree
The incentives provided help you improve your performance and increase your productivity.	2.73	.540	4	Agree
You believe that the material rewards provided by the travel agency are commensurate with your level of effort and performance.	2.59	.579	11	Agree
The travel agency's rewards and incentives system are implemented clearly and transparently.	2.68	.520	8	Agree
You feel that the travel agency appreciates your achievements and rewards you appropriately.	2.77	.420	3	Agree
Non-material (moral) incentives help you continue to perform well.	2.82	.387	1	Agree
The travel agency's incentives system contributes to improving the work environment and increasing positive competition among employees.	2.68	.557	7	Agree
The incentives provided contribute to improving overall employee satisfaction with work in the travel agency.	2.73	.640	5	Agree
The incentives and rewards provided by the travel agency are in line with your personal expectations.	2.50	.586	13	Agree
You feel that the travel agency rewards outstanding performance on a regular and systematic basis.	2.68	.567	9	Agree
The travel agency's incentives system contributes to increasing your commitment and engagement with work.	2.68	.467	6	Agree
The travel agency's rewards and incentives system are linked to job performance.	2.82	.487	2	Agree

That the income achieved is consistent with the salaries of employees (who have the same qualification) in other companies.	2.59	.653	12	Agree
Total Mean	**2.69**			**Agree**

The sort of rewards and incentives offered by travel agencies was identified by the results in table (7). These incentives are represented by non-material (moral) incentives that support your continued high performance (mean = 2.82, SD = 0.387). Job performance is correlated with the travel agency's rewards and incentives program (mean = 2.82, SD = 0.487). You believe that the travel company recognizes your accomplishments and fairly compensates you (mean = 2.77, SD = 0.420).

Sixth Section: Working Conditions in Travel Agencies.

Table 8: Working Conditions in Travel Agencies

Variables	Mean	SD	Rank	Attitude
The travel agency provides all facilities for employees to complete their work.	2.68	.557	11	Agree
The travel agency's employees feel comfortable and familiar with the workplace.	2.77	.420	3	Agree
The travel agency seeks to provide all types of insurance necessary for employees during work.	2.68	.467	10	Agree
The travel agency provides occupational safety and security conditions for all employees.	2.77	.432	4	Agree
The travel agency provides office furniture and decor appropriate to the nature of tourism work.	2.77	.449	5	Agree
The travel agency provides a balance between work requirements and your personal life.	2.77	.518	6	Agree
The travel agency respects cultural diversity and different opinions.	2.77	.520	7	Agree
You feel that there is sufficient support from management to solve any problems related to working conditions.	2.86	.344	2	Agree
You believe that working conditions in the travel agency contribute to improving employee satisfaction and increasing loyalty.	2.91	.288	1	Agree
Working conditions in the travel agency contribute to reducing stress and improving the quality of professional life.	2.73	.447	8	Agree
You feel that working hours are flexible and allow you to achieve a good balance between work and personal life.	2.55	.658	12	Agree
Communication with management and colleagues goes smoothly and helps improve the workflow.	2.73	.467	9	Agree
Total Mean	**2.75**			**Agree**

The detailed examination of the results presented in table (8) reveals the respondents' responses pertaining to working conditions in travel agencies. The average score resulted in a mean of 2.75. This indicates that the majority of the cases tend to mark on the high end of the scale on a 1 to 3 range. However, most of the items resulted in a slightly higher mean than 2, indicating the agreeableness of the respondents on those items. The highest mean values for working conditions in travel agencies emerged for the item "You believe that working conditions in the travel agency contribute to improving employee satisfaction and increasing loyalty." (Mean = 2.91, standard deviation = 2.88), followed by, "You feel that there is sufficient support from management to solve any problems related to working conditions." (Mean = 2.86, standard deviation = .344), whereas the lowest mean value for this construct is for "You feel that working hours are flexible and allow you to achieve a good balance between work and personal life." (Mean = 2.55, standard deviation = .658.

Seventh Section: Level of Satisfaction with Travel Agencies

Table 9: Level of Satisfaction with Travel Agencies

Variables	Mean	SD	Rank	Attitude
Internal work environment in the tourism travel agency.	2.77	.420	5	Satisfied
Career development opportunities within the tourism travel agency.	2.77	.600	6	Satisfied
Participation in decision-making within the tourism travel agency.	2.86	.474	2	Satisfied
Training in travel agencies.	2.86	.344	1	Satisfied
Rewards and incentives in travel agencies.	2.86	.458	3	Satisfied
Working conditions in travel agencies.	2.82	.491	4	Satisfied
Total Mean	**2.82**			**Satisfied**

It's declared from this table 9 that respondents see that the level of satisfaction with travel agencies and the most level of satisfaction are: "Training in travel agencies," "Participation in decision-making within the tourism travel agency," and "Rewards and incentives in travel agencies," with means of 2.86.

Simple Linear Regression Test

Table (10) Simple Linear Regression Analysis

	R	R Square	Adjusted R Square	Beta	F	Sig.	Results
Impact of Internal work environment at travel agencies on Level of satisfaction with travel agencies	0.823	0.677	0.675	0.823	318.392	0.000	Accepted
Impact of Career development opportunities in travel agencies on Level of satisfaction with travel agencies	0.506	0.256	0.251	0.506	52.198	0.000	Accepted
Impact of Participation in decision-making within travel agencies	0.665	0.442	0.438	0.665	120.197	0.000	Accepted

on Level of satisfaction with travel agencies						
Impact of Training in travel agencies on Level of satisfaction with travel agencies	0.673	0.453	0.450	0.673	125.945	0.000	Accepted
Impact of Rewards and incentives in travel agencies on Level of satisfaction with travel agencies	0.699	0.488	0.485	0.699	144.927	0.000	Accepted
Impact of Working conditions in travel agencies on Level of satisfaction with travel agencies	0.576	0.331	0.327	0.576	75.347	0.000	Accepted

For results in table (10), internal work environment at travel agencies, Career development opportunities in travel agencies, Participation in decision-making within travel agencies, Training in travel agencies, Rewards and incentives in travel agencies and working conditions in travel agencies increase the level of satisfaction with travel agencies by 82.3%, 50.6%, 66.5%, 67.3%, 69.9%, and 57.6%, respectively.

Pearson Correlation Analyses

Table (11): Correlations between the internal work environment, Career development opportunities, Participation in decision-making, Training, Rewards and incentives and working conditions increase the level of satisfaction with travel agencies.

Variables	Level of satisfaction with travel agencies
Internal work environment in the tourism travel agency.	(R =.823, p ≤.01)
Career development opportunities within the tourism travel agency.	(R =.506 - sig = 0.000)
Participation in decision-making within the tourism travel agency.	(R =.665, p ≤.01)
Training in travel agencies.	(R = 0.673, P-value ≤ 0.0001).
Rewards and incentives in travel agencies.	(R =.699, p ≤.01)
Working conditions in travel agencies.	(R =.576 - sig = 0.000)

According to table (11), there is a significant relationship between the internal work environment in the tourism travel agency and the level of satisfaction with travel agencies (R = .823, p ≤ .01); there is a significant relationship between career development opportunities within the tourism travel agency. and the level of satisfaction with travel agencies (R = .506 - sig = 0.000), there is a significant relationship between participation in decision-making within the tourism travel agency and the level of satisfaction with travel agencies (R = 0.665, p ≤ 0.01), and there is a significant relationship between training in travel agencies and the level of satisfaction with travel agencies (R = 0.673; P-value ≤ 0.0001). There is a significant relationship between rewards and incentives in travel agencies and the level of satisfaction with travel agencies (R = 0.699; P-value ≤ 0.0001). There is a significant relationship between working conditions in travel agencies and the level of satisfaction with travel agencies (R = 0.576; P-value ≤ 0.0001). These results indicate

that there is a positive relationship between the internal work environment, career development opportunities, participation in decision-making, training, rewards and incentives, and working conditions and increased satisfaction with travel agencies.

The findings of the empirical study align closely with the theoretical framework regarding the factors influencing employee turnover in Egyptian travel agencies. The data collected from 154 employees confirmed that low wages were a primary reason for leaving their jobs, with 70% of participants stating that their salaries were unsatisfactory. This supports theoretical studies emphasizing the impact of financial compensation on job stability. Additionally, 65% of employees reported a lack of clear career advancement opportunities, reinforcing the theoretical assumption that limited professional growth contributes to higher turnover rates. Furthermore, more than 60% of respondents indicated that work pressure negatively affected their personal lives, which aligns with the theoretical perspective on the importance of work-life balance in reducing employee turnover. Moreover, 50% of the sample expressed dissatisfaction with the reward and incentive system, highlighting the limited effectiveness of non-financial compensation in retaining employees. Thus, the practical findings confirm the theoretical insights, emphasizing the need to improve wage policies, enhance career growth opportunities, promote better work-life balance, and strengthen incentive systems to reduce turnover rates in Egyptian travel agencies.

5. Discussion and Recommendations

1. Discussion

Employee turnover is a significant challenge in the tourism industry, affecting organizational stability, financial performance, and service quality. This research explores the key drivers of turnover, emphasizing factors such as job dissatisfaction, low wages, lack of career advancement, and high job stress. Research indicates that high turnover rates in travel agencies lead to increased operational costs, loss of expertise, and disruptions in service quality. Additionally, turnover intention—an employee's likelihood of leaving an organization—serves as a crucial predictor of actual turnover, influenced by personal, organizational, and environmental factors.

The tourism sector's employment characteristics contribute to the challenge, as the industry relies heavily on seasonal, part-time, and low-wage workers. Employee retention strategies are vital to counteract turnover, with research highlighting the importance of competitive compensation, professional development opportunities, supportive work environments, and work-life balance initiatives. Studies suggest that organizations that prioritize employee well-being and engagement experience lower turnover rates and higher levels of job satisfaction among staff.

The findings of this research underscore the critical impact of employee turnover on the tourism industry and highlight the necessity of effective retention strategies. Addressing turnover requires a multi-faceted approach, integrating fair wages, career development programs, managerial support, and improved working conditions. By fostering a positive work environment and investing in employee growth, tourism organizations can enhance staff retention, reduce operational disruptions, and maintain high service standards. Future research should continue to examine innovative solutions for mitigating turnover and improving employee satisfaction within the tourism sector.

2. Recommendations

The research divided the recommendations into two categories as follows:

A. Recommendations related to Egyptian Ministry of Tourism and Antiquities

- Amending regulations to ensure stable employment contracts with benefits such as health insurance and pensions.
- Establishing a fair minimum wage aligned with inflation and the nature of tourism work.
- Launching national training initiatives in collaboration with universities and tourism institutions to improve employee skills.
- Promoting continuous learning programs to support career advancement in the sector.
- Providing tax incentives to companies that offer good working conditions, flexible hours, comprehensive health insurance, and employee welfare programs.
- Encouraging tourism companies to adopt policies that enhance employee loyalty, such as fair promotions and structured career paths.
- Establishing mechanisms to support seasonal tourism workers by offering short-term contracts with social benefits.
- Creating a financial aid fund to assist workers affected by off-season slowdowns.
- Conducting awareness campaigns to highlight the tourism sector as a promising career path and increase its attractiveness to workers.

B. Recommendations directed to Egyptian travel agencies.

- Enhancing workplace conditions by ensuring comfort, safety, and a non-discriminatory, inclusive environment.
- Reducing excessive working hours and promoting a healthy work-life balance.
- Regularly reviewing and adjusting salary structures to remain competitive with other industries.
- Providing financial and non-financial benefits, such as performance-based bonuses, comprehensive health insurance, and retirement plans.
- Establishing clear career progression paths and offering leadership development programs.
- Conducting regular performance evaluations to support employee growth and development.
- Implementing performance-based incentive programs to motivate employees and boost productivity.
- Regularly rewarding outstanding employees to increase their sense of appreciation and commitment.
- Focusing on hiring the right candidates by refining recruitment strategies to match job requirements.
- Developing structured onboarding and orientation programs to help new employees integrate smoothly into the company culture.
- Promoting a culture of teamwork and encouraging employees to share their opinions through open communication channels.

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تحليل العوامل المؤثرة في دوران الموظفين في وكالات السفر المصرية (الفئة أ) وتأثيرها على رضا الموظفين

الملخص

يُعَد دوران الموظفين تحديًا مستمرًا في صناعة السياحة، لا سيما في وكالات السفر المصرية، حيث تؤثر معدلات الاستقالات المرتفعة سلبًا على الكفاءة التشغيلية وجودة الخدمة والاستقرار المالي. يهدف هذا البحث إلى تحليل العوامل الرئيسية التي تؤثر على دوران الموظفين في وكالات السفر المصرية، وتأثيرها على رضا الموظفين، من خلال دراسة ظروف العمل، وفرص التطور المهني، وأنظمة المكافآت، ومستوى الرضا الوظيفي. تم اعتماد منهجية بحث وصفية، حيث تم توزيع استبيانات على 154 موظفًا في وكالات سفر مختلفة في القاهرة والإسكندرية والغردقة والأقصر وأسوان. تشير النتائج إلى أن انخفاض الأجور، وعدم الرضا الوظيفي، وغياب فرص الترقية، وضعف التوازن بين العمل والحياة من العوامل الرئيسية التي تدفع الموظفين إلى مغادرة وظائفهم.

بالإضافة إلى ذلك، يبرز البحث الدور الهام لدعم الإدارة وثقافة بيئة العمل وبرامج التدريب في تعزيز استبقاء الموظفين. وتُظهر النتائج أن تنفيذ هياكل تعويضية تنافسية، وتحسين مسارات التطور المهني، وخلق بيئة عمل إيجابية يمكن أن يسهم بشكل كبير في تقليل معدلات الدوران.

وبناءً على هذه النتائج، يقدم البحث توصيات لكل من وزارة السياحة والآثار المصرية ووكالات السفر لتبني استراتيجيات فعالة تعزز استقرار القوى العاملة وتحسن رضا الموظفين، مما يعد أمرًا ضروريًا لدعم النمو المستدام وتعزيز القدرة التنافسية لقطاع السياحة في مصر.

الكلمات المفتاحية: دوران العمالة، قطاع السياحة، وكالات السفر، مصر.