Sources and References

The Price of Having to Earn Another Year

Twenty principal references, with direct links and notes on relevance and evidential limits. Research from outside hospitality is not treated as direct evidence about hotel leaders. Legal positions are dated 25 November 2026.

Academic research

1. Davidson, M. C. G., Timo, N. and Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four- and five-star hotels. *International Journal of Contemporary Hospitality Management, 22(4), 451–466.*

DOI: 10.1108/09596111011042686

Survey of 64 Australian hotels: 39.19% executive, managerial and supervisory turnover; A$109,909 annual tangible replacement costs per hotel. Historical figures, not current estimates.

2. Boswell, W. R., Boudreau, J. W. and Tichy, J. (2005). The relationship between employee job change and job satisfaction: The honeymoon-hangover effect. *Journal of Applied Psychology, 90(5), 882–892.*

DOI: 10.1037/0021-9010.90.5.882 | PubMed abstract

Managers' satisfaction rose after voluntary job changes and subsequently declined. Satisfaction, not performance, was measured.

3. Boswell, W. R., Shipp, A. J., Payne, S. C. and Culbertson, S. S. (2009). Changes in newcomer job satisfaction over time: Examining the pattern of honeymoons and hangovers. *Journal of Applied Psychology, 94(4), 844–858.*

DOI: 10.1037/a0014975 | PubMed abstract

Among 132 newcomers, satisfaction peaked following entry and declined during the first year; performance was not measured.

4. Ng, T. W. H. and Feldman, D. C. (2010). Organizational tenure and job performance. *Journal of Management, 36(5), 1220–1250.*

DOI: 10.1177/0149206309359809 | HKU record

Meta-analysis of 350 studies: tenure was generally associated with better core-task and citizenship performance, but the association weakened with tenure. Some counterproductive behaviours also increased.

5. Henderson, A. D., Miller, D. and Hambrick, D. C. (2006). How quickly do CEOs become obsolete? Industry dynamism, CEO tenure, and company performance. *Strategic Management Journal, 27(5), 447–460.*

DOI: 10.1002/smj.524

Company performance improved with CEO tenure in branded foods but declined in computers. Findings concern firm performance in those industries, not hotel general managers.

6. Cziraki, P. and Groen-Xu, M. (2020). CEO turnover and volatility under long-term employment contracts. *Journal of Financial and Quantitative Analysis, 55(6), 1757–1791.*

Publisher abstract (DOI: 10.1017/S0022109019000632)

Across 3,954 fixed-term CEO contracts, turnover was likelier and more performance-sensitive near expiry; firm volatility was higher with more time remaining. Long-term project incentives are an interpretation, not measured motives.

7. Ichino, A. and Riphahn, R. T. (2005). The effect of employment protection on worker effort: A comparison of absenteeism during and after probation. *Journal of the European Economic Association, 3(1), 120–143.*

IZA working paper (No. 385)

Among 858 new Italian bank employees, weekly absence more than doubled after probation, particularly among men. Absence is an effort indicator, not overall performance.

Academic research continued

8. Engellandt, A. and Riphahn, R. T. (2005). Temporary contracts and employee effort. *Labour Economics, 12(3), 281–299.*

IZA working paper (No. 780)

Swiss temporary workers were 60% more likely than permanent workers to perform unpaid overtime. This is a relative probability difference and a proxy for effort.

9. Probst, T. M., Stewart, S. M., Gruys, M. L. and Tierney, B. W. (2007). Productivity, counterproductivity and creativity: The ups and downs of job insecurity. *Journal of Occupational and Organizational Psychology, 80(3), 479–497.*

Publisher (DOI: 10.1348/096317906X159103)

Insecurity increased productivity but reduced creative problem-solving in a laboratory experiment. A field survey also linked insecurity to lower creativity; it did not measure productivity.

10. Jiang, L. and Lavaysse, L. M. (2018). Cognitive and affective job insecurity: A meta-analysis and a primary study. *Journal of Management, 44(6), 2307–2342.*

DOI: 10.1177/0149206318773853

Across 535 independent samples, job insecurity was related to 51 of 56 outcomes and correlates. Emotional reactions were more strongly related to most than the perceived threat itself, not an estimated probability of job loss.

11. De Cuyper, N., Schreurs, B., De Witte, H. and Selenko, E. (2020). Impact of job insecurity on job performance: Introduction. *Career Development International, 25(3), 221–228.*

DOI: 10.1108/CDI-06-2020-332

Guest editorial summarising weak to moderate negative associations between job insecurity and performance in recent meta-analyses; the earliest meta-analysis found a non-significant association.

Hospitality industry sources

12. Hayashi, H. (2026, 4 May). The Cost of Shorter Tenure. *Hospitality Net (updated 6 May).*

Hospitality Net opinion article

Argues that a 12–18-month planning window encourages visible short-term initiatives. Professional commentary, not empirical research.

13. JLL (2024, 3 September). Hotel management agreements in Asia Pacific now average 17 years. *Media release on the JLL and Baker McKenzie Hotel Management Contract Survey 2024.*

JLL media release

Reports approximately 400 agreements over 20 years, a 17.4-year average initial term and performance termination provisions in 93% of contracts. The precise denominator for 93% is not stated; full survey report is not publicly linked.

14. JLL (2024). The evolving landscape of hotel management agreements in Asia Pacific. *JLL insight.*

JLL insight article

JLL observes that performance-based terminations are rare, without giving a termination rate. These commercial owner–operator agreements are distinct from employment contracts.

Government and legislation

15. Ministry of Manpower, Singapore. Employment Pass guidance: Key facts, renewal and cancellation. *Official guidance.*

Key facts | Renew a pass | Cancel a pass

Employer-sponsored work authorisation: initial passes generally up to two years, renewals up to three; renewal is not guaranteed. On cancellation, a Short-Term Visit Pass may allow up to 90 days' stay, without work. Current rules do not establish the historical rules during the author's time in Singapore.

16. Fair Work Ombudsman, Australia. Fixed term contract employees. *Official guidance on the Fair Work Act 2009.*

Fair Work Ombudsman guidance

For contracts made from 6 December 2023, the general limit is two years including renewals or extensions, with limits on renewal options and consecutive contracts. Statutory exceptions include certain high-income employees.

17. United Arab Emirates (2022). Federal Decree-Law No. 14 of 2022 amending Federal Decree-Law No. 33 of 2021 Regulating Labour Relations. *Article 8(3), as amended.*

Official UAE legislation (PDF)

Requires a definite employment contract term, renewable by agreement, and removes the original three-year maximum for covered private-sector employment.

18. Great Britain (1996). Employment Rights Act 1996, section 95(1)(b). *Legislation.*

Section 95

Expiry of a limited-term contract without renewal counts as dismissal for the purposes of the Act. This does not make every non-renewal unfair. Great Britain, not Northern Ireland.

19. UK Government. Unfair dismissal rights: Guidance for employers. *Employment Rights Act 2025 changes.*

Government guidance

From 1 January 2027, the ordinary unfair dismissal qualifying period falls from two years to six months for relevant dismissals. Applies in England, Scotland and Wales (Great Britain), not Northern Ireland; existing day-one protections are unchanged.

Legal commentary

20. Sebugwaawo, I. (2022, 24 October). UAE labour law amendment: All about contract period, expiry, renewal. *Khaleej Times; quoting Ben Brown, Addleshaw Goddard.*

Khaleej Times article

Brown considers uncapped fixed-term contracts closer in practical effect to unlimited-term employment. This is legal commentary, not empirical evidence or a statement that fixed terms were abolished.

Access note: Academic evidence includes abstracts, working-paper versions and publisher text; full published articles were not available for every study.