

## Understanding the Effects of Post-Covid-19 Challenges on Employee Job Satisfaction and Job Performance in Café- Restaurants, Islamabad Pakistan; a Phenomenological Study

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*Current research is about Understanding the effect of post-Covid-19 challenges on employee job satisfaction and job performance in cafe-restaurants in Islamabad, Pakistan. The purpose of this research is to explore the challenge on the job satisfaction and performance after Corona virus. The qualitative inquiry method used phenomenological strategies with a post-positivist paradigm. A semi-structured face to face interview tool with open-ended questions was used. Analyze these questions by using thematic analysis approaches. Interview held in Urdu Language. Data were collected from six different three- and four-star cafe-restaurants. 15 interviewees shared their thoughts and satisfied questions with their answers in Urdu. Finding highlighted 12 major themes including psychological Changes after COVID-19, operational changes, assistance by Organization, changes in Role, communication, novelty in working environment, change in performance level, employee remarks regarding satisfaction, survivor sickness, sustainer, work attitude and effects of media. Participants practiced and research observed that Covid challenged the satisfaction and relationship and found decline in satisfaction and improvement in performance. Employees of Café-restaurant are not satisfied with their working conditions but still struggle to enhance their performance. Employees shared their feelings and practice and noted that a satisfied employee is not always a good performer, there are some other reasons also.*

## 1. Introduction

Covid-19 is known as the novel Corona virus. It is a worldwide uncontrolled virus that originated from Wuhan, the city of China. In December 2019 the very first case was reported from Wuhan and sub sequentially spread all over the world and resulting Covid-19 pandemic. (WHO 2020). The situation in Pakistan started stabilizing with a significant decrease in late June (2019) and the beginning of July. At the start of April 2020 Pakistan suffer a 2.5 trillion loss (Abdallah, 2020). An affiliate of the Planning Commission showed this epidemic cause 10 to 20 million unemployment. Pakistan Institute of Development Economics Governmental (PIDE) assessed about average job losses is 180 billion to 260 billion in April 2020 it will go up to 780 billion in future (The News, 2020).

In the footsteps of other countries, Pakistan implements the same "New-Normal" to open its export and job sector to save economics, business, and employee's interest (Javed, 2020). All types of protocol like social distancing, washing hands, using sanitizer and mask will be according to the new normal have been implemented for safety. Due to the Corona virus, some industries and sectors were immensely affected and some suffered heavy workloads (Pamidimukkala & Kermanshachi, 2021).

The year 2020 brings a surprise with itself in the face of the Corona virus (Wango et al., 2020). This surprise brings great uncertainty to the whole world and all types of industries. Everyone becomes a victim of the Corona virus for one cause or another. Like others, Corona virus throws its negative effects on organizations and their workforce. It brings organizations to shutter down positions, to retain themselves, and to avoid being shut down organizations start layoffs and curtailed salary of their employees (Pamidimukkala & Kermanshachi, 2021). Individuals on one side disturb by the condition of the world, country, and their city and on another side, some of them layoff by companies, and others feel fear to be laid off.

To fulfill social and family needs, employees want to be on board, they do not want to lose their job. For this purpose, they strive to perform best although having unsatisfied behavior. Although many efforts have been done by the Government of Pakistan to flatten the curve of an employment during Covid-19 (Brown et al., 2020). They announced a furlough scheme, a loan to the employer, and many other schemes that help the employee not to be layoff by the employer. A curtailed salary by the employer is also an option to retain an employee. Due to Corona Virus employees from all over the world suffer a great loss in terms of income and employment (Pamidimukkala & Kermanshachi, 2021).

Many pieces of research are held on Corona virus's impact, within and outside Pakistan. In the hospitality industry, many pieces of research are done in the context of hospital employees i.e., doctors, nurses, etc. (Ashfaq et al., 2023). Researches did in Cafés and restaurants revolve around customer perspective mostly, very few of them talk about employee happiness and their health. An employee of any organization plays a vital role to gain profit (Shafi et al., 2020). In the hospitality industry, employees are service giver and have done more impactful endeavors to maximize the profit of restaurants and cafés (Shareena, 2020). Are employees being slaughter animals in the view of the employer, who they compromise for their short-sighted profit? The open question of the study is to find the Covid 19 challenges regarding satisfaction and performance of frontline employee of café- restaurants.

This research used to satisfy two research objectives to understand the effects of post-Covid-19 on increment or reduction of job satisfaction and job performance of employees and to determine change due to Corona Virus on the relationship “Satisfaction= Performance”. These objectives were satisfied with two research questions like does Corona Virus lead to increment or reduction in job satisfaction and Performance? And Does Corona virus cause any change in the relationship of “Satisfaction=Performance”?

This study may significantly highlight the Corona virus impact on job satisfaction and job performance, this could help policymakers and strategy makers to get an in-depth understanding of Corona's effects and managing them properly.

## 2. Literature Review

The literature adjacent the effects of post-COVID-19 challenges on employee job satisfaction and job performance, principally within the café-restaurant sector in Islamabad, Pakistan, divulges a multifaceted interaction of influences that stimulus both psychological health and commercial stability in the hospitality industry.

Corona virus brings 'new normal life' or 'socially distanced life'. To deal with this "New Normal Life" some additional services and measures were introduced by the country's health board for restaurants and café (Doğan, S. 2020). The researcher said during Covid-19 businesses of the hospitality industry cannot take people out of the equation like other industries like the industry of IT, an employee of the IT industry can work from the home. Social distancing is not possible in restaurants and cafés, even when cloud kitchen services perform only (Shareena, 2020).

Social distancing with the protocol is compulsory now, with this it is difficult for the service sector to work like they do in the pre-COVID era. Due to these protocols' tourism, travel, hospitality services, and transport services will face extreme effects. In Pakistan GDP's growth service sector plays an important role in its growth and provision of employment. According to the 2018-2019 Economics survey of Pakistan, 61.2% of the GDP of Pakistan is resulted due to the service sector. It's guaranteed that the second quarter will have worse effects than the first, more people lost their jobs like; Shell Pakistan lost 3.54bn in 2nd quarter of 2020 all sectors affected, but not equally distributed throughout the economy (Fernandes, 2020).

Corona virus not only threatens the health of individuals but the economy, business, routines, norms, etc. are its victim too. In the business sector employment, termination is unavoidable. People who link with tourism, restaurant become unemployed due to the lockdown of Corona virus (Rapanna & Jumady, 2020).

In Pakistan, to control the outbreak of COVID-19 government announced a lockdown. As restaurants and café come to a grip with lockdown indefinitely reach to shuttered position and conditions look pretty grim. Lockdown killed revenue of generation, but fixed expenses are still there like salaries of employees, rents, and utility bills. All Pakistan Restaurant Association (APRA), Athar Chawla, chairman APRA, tries to facilitate their industry as possible. APRA demands to lift up the lockdown on restaurants, cafés, and bakeries. It also demanded to the government give relief in rents, utility bills for three months and waiving the sales tax for 12 months (Dawn News, 2020).

In Pakistan, to reduce operational expenses 54% of employees face layoffs or salary curtails. In the middle of the Corona Virus, millions of employees lost their job. Some of the employees suffer lay off and others suffer from leaves; paid and unpaid. This scenario creates panic in the working class. Existing employees were concerned about their job to lose soon if vaccines not invent. Employees were more concerned about the security of their family's health, finance, and savings (The Express Tribune, 2020)).

The Asian Development Bank (ADB) has estimated that in 2020 Pakistan's unemployment rate will increase by 17.3 and 21.5 percent because young people will lose their job due to Corona, in 2019 its unemployment rate was 8.9. Corona Virus is spreading poverty and unemployment in Pakistan (Javed, 2020). Research shows that positive social relationships, caring for employees and trust help to achieve higher productivity and spring back from crisis. So, to gauge higher productivity, instead of considering layoffs, curtailed wages, and other compensation and benefits for blind profits, the organization should consider a positive social relationship with an employee. Job security and sense of loyalty motivate the employee to work with dedication, a relationship having positivity in it, the mutual trust of employer and employee will create a sense of security and loyalty which in return give better performance (Shafi et al., 2020).

An employees' good performance depends on the behavior of an employee in service and fulfillment of responsibilities, it includes body language, voice tone, and enthusiastic level like if an employee welcomes his/her customer with a smile and sincere greeting customer become happy and visit the restaurant again. If an employee's behavior is rude, bored, exhausted he/she with no time ruin the customer and his/her performance even if the meal of the restaurant was prepared tasty. Good performance of employee makes restaurants customer more satisfied and reduces switching behavior (Wall & Berry, 2007)

The hospitality industry is one of the most affected industries in the world. Global travel industry like airlines, cruise, tourist, casinos, and hotels is facing more because more than 90% of activities are reduced in this sector as airlines are grounded, trade fairs and cruises are being canceled, casinos and hotels closing their all operations (Fernandes, 2020). According to the latest report of the World Bank, Pakistan's economy may experience negative growth this year due to Corona's effect (Javid, 2020).

The most hard-hit industry in this pandemic is the hospitality and travel industry, their hourly workers fronting devastating hardship (Nicola et al., 2020). Employees of organizations lose their jobs and some are unpredictable regarding it, this leads to stress due to Corona Virus ( Xiong et al., 2020), Estimation indicates crisis came with corona virus pandemic easily collapse small businesses like café- restaurants bakeries and other small businesses. Due to the lockdown of survival of restaurants and café-restaurants substantially goes down to 72% to 15%.

The social distancing of at least 6 feet is legitimate by the government, which is not possible in restaurants. These orders caused a drop in financial performance, which affect employees and employers of restaurants. Restaurants are open for takeaways for this only a few staff members are required to serve remain are on unpaid furlough scheme or suffer layoff (Kim et al., 2020).

An employee suffers from a negative experience if she/he starts feeling whether his/her position is secure or not. Unsecure feelings in their job make them anxious and unsatisfied in their role. For a long-term positive organization's performance, employee satisfaction is a big predictor. When employees feel that company is giving them respect and involving in decision-making their job satisfaction improves (ENME, 2018).

Pandemic 2019 hatted un predictably, its trigger economics badly, and throw worse impact on hospitality sector, particularly in Pakistan. GDP of Pakistan suffer crucially with significant challenges such as lack of tourism activities, strict rules and force stoppage on hotels and restaurants movement. In future for the survival of hospitality industry we should adopt some innovative strategies and start investing in digital infrastructure and smart technologies. (Khan et al., 2021). Tourism and Hospitality industry suffer a lot in COVID 19. Pandemic reason to closure of hotels and cafes, they bear heavy losses and economically goes down. (Ntounis et al., 2021). Covid 19 hit the economy badly, We should prepare ourselves for future and must be design those effective strategies which give urgent recovery from disasters (Abhari et al., 2022).

COVID-19 affected the national and international tourism and hospitality stock markets, revealing a significant increase in spillover effects during the pandemic. Using econometric models, it scrutinizes the stimulus of government response severity and local market appearances on stock returns in the sector (Liu et al., 2023). When an organization layoff its employee, it not only gives a traumatic experience to the directly affected employees but also to the existing employee of the organization. The rise and spread of the Corona virus compromised economies badly and forcing companies to shut down or lay off their employee. When existing employees watch and experience the drove of talented associates and peers lose their position, they feel negative about personnel's motivation and overall attitude. (Korman & Mujtaba 2020).

Due to COVID-19 job insecurities cause fear among the employees that effect their mental health. Emotional well-being is important to managers: naturally, creating a happy workplace with high expectations for improved worker performance are key issues. Complementary to this, they advocate a technical infrastructure that not only will help treat mental illness and maximize profits in an increasingly neoliberal economy (Khan et al., 2021).

Sardar et al. (2022) also highlights economics consequences of pandemic and discuss how this affect the owner of cafes and restaurant. According to the research on very start pandemic cause real financial hardships, closure of businesses and unemployment. It revert happy environment to depress working environment, making workers feel even more insecure in their professional status and unsatisfied.

In the hospitality sector in Pakistan employees suffer with great job insecurity investigate the distinct impact of job insecurity on employee performance within the hospitality sector of Pakistan. Findings reveal that employees feel their job security is endangered may adopt surviving mechanisms to defend their well-being and maintain performance, particularly following vaccination. In general, employee of hospitality industry transformed their perceptions of their positions (Sun et al., 2022).

Altogether, this literature review conveys an in-depth investigation of various challenges through which suffer in the café-restaurant industry during COVID 19. How a quick action of management required to tackle both psychological and economic aspects to improve job satisfaction and boost performance in a recovering sector. The integration of these findings provides important perspectives for future research and practical implementations related to employee management approaches within the hospitality industry.

### **3. Methodology**

#### **3.1 Research Design**

The qualitative inquiry used and made an initial attempt to explore the understanding of the impact of Covid-19 on employee job satisfaction and job performance in Pakistan researcher used phenomenological approach. Because the focus of this study is an individual experience. Ethnography strategy is used to examine. For the validation process researcher used the lens of the researcher, the lens of the participant, and the lens of a reviewer or reader. Post positivist paradigm was used to support validity by using a specific protocol and work to seek truth and its emphasis on Objectivity, know ability, and deductive logic (DeCarlo, 2018).

#### **3.2 Technique used in Data Collection**

Life story interview technique was used with open ended questions in semi-structured interview. The maximum interview time was minimum 5 and maximum 20 minutes for individual employee. Data was collected from frontline employee of café-Restaurants. There were almost 17 questions included in interview. First 10 questions were related to objective and question number 1 and other 7 questions were related to objective and question 2. Interviews were taken and record in Urdu language for the comfort of interviewee. After that, hear recording at least 3 times and write it down in Urdu language. Back- Translation method was used for Urdu to English translation.

The researcher used thematic analysis with the approach of the inductive way as it was flexible and appropriate for the current study (Braun, Clarke, Hayfield, Terry 2019). Researcher gathered whole data and made codes and themes which were helpful to get the answers of relevant objective and question. The population of the study covered the employees of the service industry; researcher tacked the Café-restaurant of the hospitality industry from the Capital city of Pakistan (Islamabad). The total number of Café-restaurants to visited for research purposes was 7 in numbers. In this research, the researcher selected 20 employees from Café Bar in Islamabad. Seven 3 stars and eight 4 stars restaurants selected for this study.

The researcher purposively selected those employees from Café-restaurants who were working in the same café before the arrival of Covid 19.

### **4. Results**

This study aimed to examine how café restaurant employees perceived the post-pandemic era in the face of the worldwide epidemic in terms of Job Satisfaction and Job performance. Following themes are developed based on interview questions and further codes are also assigned to each theme respectively.

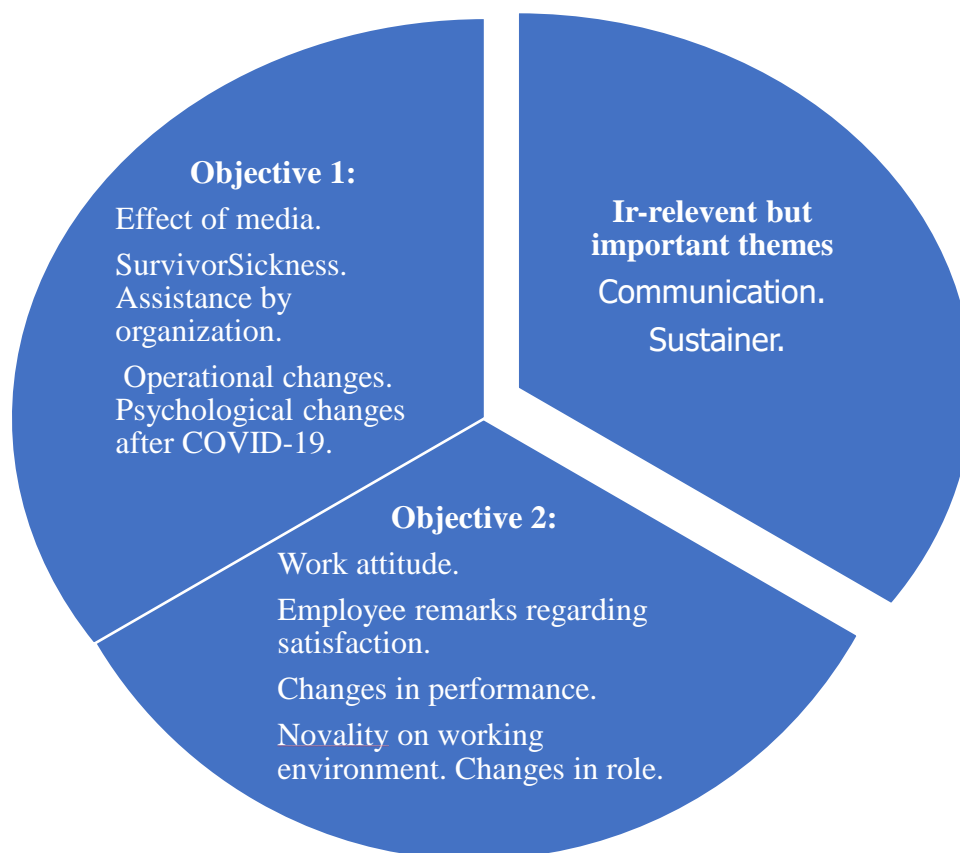
Table No 1: Themes and Codes

Themes	Codes
Psychological Changes after COVID-19	Fear of Job loss Difficulty in Job retention Lay off Stress
Operational changes	Personal Protective Equipment (PPE) Cleaning Protocols and procedures Government Restrictions Security
Assistance by Organization	Sick Leave Health and Medical Insurance Employee Support and Sustenance
Changes in Role	Increased workload Social distance More hard work required From Dine-In to Delivery
Communication	Effective Communication
Novelty in working environment	Changes in working style Manage with the attitude of guests
Change in Performance Level	Increased Work Efficiency Improvement in performance Extra work Hard work
Employee Remarks regarding Satisfaction	Negative Satisfaction Positive Satisfaction Survival in chaos Uncertainties of Corona Lockdown Layoff stress
Survivor Sickness	Financial Crisis of Businesses Job needs Evolving un-certainties Mini lockdown Stress to strive best
Sustainer	Believe in Allah Avoidable factors Scenario's dependability
Work Attitude	Optimistic Thoughts Accept burden Happily Willing to work more
Effect of Media	News Rumors Formal and informal discussions with family and friends

Participant interviews were categorized into twelve major themes, explaining the main issues that were addressed throughout the interviews. Though the variables that influence employee satisfaction and employee performance were highlighted by the literature study, themes that were unique to the interviews were discovered.

#### 4.1 Themes Distribution is Done According to the Objectives Like

Figure No 1: Themes Distribution is Done According to the Objectives Like



#### 4.2 Psychological Changes After COVID-19

This theme was assessed by employee's fear of job loss, difficulty in job retention, and lay-off stress. The fear of job instability and economic crises and the inability to find employment contribute to the growing psychological disorders of stress, sadness, anxiety, and confusion during the outbreak of COVID-19. This idea is supported by our finding that fear of economic catastrophe is associated with perceptions of job insecurity.

#### 4.3 Operational Changes

The following sub-themes include modifications made based on government rules, personal protective equipment (PPEs), cleaning processes, and security. Several individuals mentioned the most notable alterations, such as taking regular temperature readings, wearing the mask at all times, and staying away from other people. Employees' access to benefits including sick leave, insurance, support services, and vacation time was addressed. The program sponsored by the employer to fight the COVID-19 pandemic was put into place in response to the outbreak. In the past, the subject of this topic was usually discussed the appreciation shown towards companies that allowed their workers to take advantage of available sick and vacation leave. The workers also were pleased with the fact that they were able to keep their insurance throughout their time off. Many companies help their workers by providing assistance funds, wellness initiatives, and Human Resources hotlines. This theme



included adjustments to an employee's usual tasks and obligations, including more work and extended work hours, as well as modifications to working remotely rather than in person.

#### **4.4 Assistance by Organization**

COVID-19 and the efforts that were a consequence of it have a tremendous effect on the lives of individuals, their jobs, their places of work, and their careers. People may be encouraged to consider their professions after COVID-19 and its effect. For instance, hospitality industry workers have noted that café- restaurants closed their shops during a viral outbreak, therefore making them think twice about seeking a job with poor security. Organizations benefitted their employees with benefits like Sick Leave, Health, and Medical Insurance. Employee Support and Sustenance.

From the participants' perspective, it was unclear if extending work hours should be an option. The amount of labor sometimes increases, while other times it decreases. Our duty hour requirement is just the minimum that we can accomplish. For us, it's a win-win: we're pleased because the client is coming. After all, we want to ensure the company's success. Participants remark that since we're all working together as a team, we're happy to do whatever is required.

#### **4.5 Changes in Role**

People may be encouraged to consider their professions after COVID-19 and its effect. For instance, hospitality industry workers have noted that café- restaurants closed their shops during a viral outbreak, therefore making them think twice about seeking a job with poor security. Before Corona, employee's performance was excellent, they have accepted all the changes that have occurred since the implementation of Corona, and managed to enhance their performance as a result. The conditions need better performance. Corona has given us new ways of doing things.

#### **4.6 Communication**

The crisis that hit the hotel sector during the COVID-19 epidemic also altered the ways employers interacted with their workers, as well as the ways employees communicated with each other. Rather than face-to-face contact, furloughed workers were informed through phone conversations, WhatsApp group chat video and audio technologies such as Zoom, and emails. The participants said the HR department seemed to be the main source of communication at the hotel, and as a result, they were concerned about the number of communications with their existing employees, whereas the managerial-level employees in other departments seemed to be more concerned with the communication. In the time of crisis, things become more complex with the simulation of multiple "voices" and lead to create different interpretations.

#### **4.7 Novelty in Working Environment**

Some of work were favorable, while others were negative. One aspect of this theme was intangible, including a personal feeling of declining contentment within the employee base, contrasted with overall optimism and a sense of rising happiness across all the workers. A participant said that hospitality people are built to make the most of a situation and are service-oriented, so they are accustomed to being uncomfortable, giving, and sacrificing themselves to make others' days better. *"It is in our genes."* This phrase expresses

the collective belief that, even though the choices or scenarios were tough, everyone was trying their best. A number of the comments linked to the topic of poor employee satisfaction were tied to the personal views or experiences of those workers who were furloughed or those who were their employees at the time. One person commented that being furloughed had a good effect of allowing them to take the first month off to re-energize and not have any obligations for a short while. Employee expressed that furlough in Corona duration gave them psychology stress, because it gave them the feeling like everything is up in the sky and all unknown. This shows that layoff, bouncing employees, and extra workloads negatively affect employee satisfaction.

Working atmosphere was changed, they must maintain a certain level of formality as hosts, they felt it challenging to greet visitors warmly since they must always wear masks and maintain social distance. Smiles are a fundamental duty of hotel employees, but their smiles are masked and thus incredibly hard for guests to discern. Some subjects claim that their working hours have been extended. As a good performer, it is hard to accomplish warm behavior, as most guests behave rudely when employees ask them to socially distance themselves.

#### **4.8 Changes in Performance Level**

To the performance of employees is very significant for the success of any company. Café restaurants in Pakistan are very successful because of the employee's work performance, which directly depends on their satisfaction level and commitment. Performance and productivity of employees are directly related to some aspects such as the work schemes of the company, pay structure, and many others. During the pandemic due to disease outbreak COVID-19, many restaurants start to change their policies and strategies to earn maximum profits even in this devastating time.

These changes in policies may have a negative or positive impact on the performance of the employees. According to the responses of one of the interview questions, it has been observed that, if companies change their work schemes, then employee's performance intensifies and if companies start firing them then the performance of other employees has a negative impact because of the fear of being fired. According to the participant 4 and 5, their company changes the period of the working and employees get paid according to their time of working that helps them to increase their performance as their company pleases them by managing the situation of corona sensibly. Many of the restaurants are trying hard to change their work schemes or to adjust their employees to other departments so that the performance of their employees intensified even in a hard time of Covid-19.

#### **4.9 Employee Remarks Regarding Satisfaction**

According to the responses, only those employees work hard who is more satisfied by his or her job. Also, some say that they have to work hard because of supporting family but they are not satisfied with their jobs as the company is not in good condition. Some participants are satisfied like participants stated that many companies fire the employees, but my company handles the situation sensibly and helps us to support our families. This situation affects adversely employee satisfaction because every employee has the fear of being fired or doing a

lot of work. Also, participants are very stressed because of their salaries as companies are not able to manage their finances due to bad business conditions during Covid 19. According to some participants, changing in work scheme by decreasing the work time or by shifting the workers to part-time working, positively affects employee satisfaction because the companies do not fire them, and they still work and run their families which is quite satisfying. But some of the companies are not paying attention to their work scheme which ultimately negatively affects employee satisfaction.

#### **4.10 Survivor Sickness**

Corona not only hits the health of humans around the world, but the economy of the world is also its victim. Businesses all around the world are disturbed badly as due to Corona Virus emergence many businesses collapse others suffer financial instability. The job is the need of everyone but after The Covid-19 it becomes liable for workers to retain their job. To be staying on the job is become the ultimate need of employees because Corona Virus gives a great pause on the job in the market. Around the world, more than a thousand workers lost their job because of Covid-19. It can be nominated as a global "pandemic of unemployment". Humans in the world suffer a crisis in the crisis. The thought of losing a job is quite emotionally wracking. Corona Virus hits the world promptly. It did not give them time to save from this virus. Life, health, economic condition everything becomes uncertain.

#### **4.11 Sustainer**

Muslims believe in this phenomenon that Allah is the creator and He is only the sustainer. He listens to the call of every human being and endows His blessings. Nobody can snatch or stop the Rizq of another person. They feel satisfied concerning unemployment issue and show their trust in Almighty Allah.

#### **4.12 Work Attitude**

Work attitude is something important for an employee to be a good performer. The working attitude of an employee affects the performance and also impacts the morale of other employees.

Employee work with a positive attitude has a stronger impact on performance.

#### **4.13 Effects of Media**

Media throw a great effect on human mind change; it is a mind changer. News, formal and informal discussions in meeting gave negative psychological effects to human.

#### **4.14 Discussion**

The findings of the study indicate that numerous factors greatly influence employee satisfaction and employee performance. Due to the economic crises of Covid-19, the fear of job instability and lay off increases that negatively influence the employees psychologically as stress, depression, anxiety, and confusion increase which ultimately reduces the employees' satisfaction. Comparatively the study by Lin, et al., (2021) also indicates that the Covid-19 negatively influences the job insecurity of the employees which is the greatest psychological consequence of the disease outbreak. According to the authors, novelty, and disruption caused

by Covid-19 negatively affect job satisfaction and of course, raise feelings of emotional exhaustion, depression, and anxiety in the employees (Lin et al., 2021). With the effects of objective and question number 1, discussions of interview result are below;

The operational changes in the café-restaurant based on the adaption of precautionary measures set by the government have a positive impact on the working of the employees because by practicing these policies they felt a sense of securing and safe from the Corona Virus. According to responses, from the start of the Corona Virus employee found it difficult to deal with the Covid-19 and by using new practices in their life's and wearing a mask every time, manage and control social distancing but over time, they become used to it. Employees find it difficult to follow up with these changes and follow all the policies given by the Government of Pakistan and the employers of the organizations. Employees declare that they accept the change without any hazel and leniency.

All interviewees mention, Corona virus completely change their work life. Employees feel that it is the time demands to move on with change and polish their performance with Corona virus touch. Employees believe they are already good performers of the organization that why they are still on the job. According to Shiu(2020), coronavirus induced job stress of potential job loss on employees. Out of 15 interviews, 13 nominated that their organization is involved in lay off processes of their employees. From 15 interviews, 12 interviewees indicated they are suffering from lay-off stress, of which 3 of them said the private sector is always un-predictable. Also, the café-restaurants implement programs that are sponsored by employers to fight with Covid-19. Due to operational changes, employees' duty time and workload increase but they are satisfied that even in this pandemic they are working. Comparatively the findings of the study by Burhan et al. (2021), show that the government regulations, planning, and adoption of hygiene practices, employee training helps the hospitality industry to adjust the operational changes which positively impact the employee's performance.

The effects of Corona virus include high job pressure on the job too, it changes work style and helps them to work in ultra-pressure. After the Corona Virus reason for enhancing performance is somehow change. Before the arrival of the Covid-19, employees strive hard to gain bounces, commissions, to get promotions but now they strive to be on job. Job stress is one of the reasons for increasing the level of depression in humans (Blom et al., 2015). Even on this condition employees of the company accept all these types of policies and prefer to remain on the job. Employees found it difficult to maintain their mental health in this sudden downfall, decreases in pay, follow SOPs, gave smiling gestures from inside the mask, give a happy gesture to your guests in the condition employee feel inner stress. It is difficult to make happy to the guests, Government, and manager happy in this disaster condition when everyone behaves harshly. When humans feel job insecurity it brings anxiety and depression (Bethany et al., 2020). Corona Virus already throws adverse effects as world population experiencing emotional distress like depression. Employees of different organizations mentioned that The Corona virus spread negative impact on employee's satisfaction as companies financial condition goes down, working conditions change, layoffs happened (Chena &Fellenz, 2020).

With the effect of Objective and question number two, discussions are; According to the result, employees declare they are satisfied with the company as these companies are brands. But the way they laid off their employee is giving high levels of stress. The Corona virus provokes negative psychology impact in employees like health fear and job stress. Negative cause brings by the Corona virus trimming to reduce labor costs and reorganize operations of organizations that can create feeling of job insecurity in employees (Chena & Fellenz, 2020). 15/15 employee mentioned that they are good performers so that's why they are on the job. But this fact is also non-neglect able that the Corona virus gives them chance to work under great pressure.

The employee mentioned that, after Corona, their performance enhances day by day. After the lockdown completes its tenure, people rush toward hotels and café bars. At that time dealing and handling rush them properly means handling rush stress and improvement in performance. The employee mentioned, on stressful days giving good service with dedication is seems something near to impossible but they are doing so, just to retain their jobs and to enhance performance. Almost all of the interviewee declare that their performance gets enhancement these days it is plausible that personal resources may positively contribute to endeavor in the workplace by helping to reduce or eliminate personal needs at work (Chena & Fellenz, 2020).

Job Satisfaction related to current problem, of-course goes down because after Covid-19 multiple effects like; employee lay off, Companies Financial Conditions, Government policies, mini lock down, cutting in salaries, no receiving of bonuses and commissions, furlough schemes, work extra hours and full-day work without shifts bring lack in out satisfaction.

Performance is increasing side by side. Employees who are still on job consider themselves as a worthy employee of the company and they believe that their performance was exceptional now. Employee further said there is always a chance of improvement in human life like; enhancing the performance by adopting changes, work with "new normal" working in continuous without replacing shifts and schedule and without showing tired feelings. Because of the Corona virus- and job-related stress, employee of the company feels no hesitation to say "yes" to reduce their satisfaction level. All this is because they feel fear to be lay down by their employers. Almost every employee nominated that they improve his/her performance and give more and more strength to their abilities in this critical time.

According to the thought of employees, if they remain on the job, they have to do demanded work. Whatever you receive half pay and work more than before. Getting half salary is also part of stress. 15 out of 15 employee's mention they are still on the job means they are worthy employees of the company. They declare there is always a chance to bring more improvement in performance. The researcher realizes these employees are good performers and performing in a tough time with an extra burden to retain on the job. According to the interviewee, good performance is the tool to be on the job as right after commencing the Corona virus stay as an employed person is also a big challenge. The Corona virus not only brings health issue with itself but also bring unemployment. Covid-19 has led to prevalent job losses all around the globe. Developed and developing countries have not managed rid of the rising

unemployment due to the Corona virus (Tetlow, G., Pope, T. & Dalton, G. 2020). Effect of Corona virus on job life is not same for all employees, some employee feels satisfied with in their job other may feel less satisfied because of their half salary (Lili, S. et al. 2020).

Out of 15 interviewees 4 are mentioned the need to determine the performance level. If somebody needs to retain on the job, he will give their best efforts to the company. 2 of the 15 interviewees said if a person has the responsibility to manage their house properly, he wants to be retained on the job and give their best efforts to them. 3 of the 15 interviewees claims give good performance is the duty of an individual.

2 of the 15 of interviewee discuss a habitual person always perform well and demand extra work. If a person wants to stay on the job, he will surely give a good performance, with having the thought of being satisfied or not. According to the employees of different companies, not only satisfaction but needs of a person also decide the level of performance. If an individual has the desire to be on job, definitely s/he will perform so well and give all his/her full-fledged efforts to pass all criteria and be calm in different situations. If one need is to earn money, manage house cores and retain on the job, then "yes" not always satisfying but need is determining the level of performance.

Some employees think the most important tool to be retained on the job is "good job performance". Employees claim, there are some other reasons which effects on high performance rather than to be satisfied with a job. Few employees mentioned that it is not important that your satisfaction is core linked with your performance. If somebody gets a job it is his/her duty to give his/her best. They also suggest taking a lot of tension enhance more problem, being an un-satisfied person or having retaining stress will only give you negative thoughts. These negative thoughts give you a worse impact on your performance. So, if somebody retains on their job, exceptional performance saves the employee. People are working to fulfill their social needs. So, give priority to the social need then to personal satisfaction.

Those participants that are based on one faith play a vital role in the lives of the selected sample of the study. This faith helps them to come up with Corona Virus and job stress.

Employees believe that sustainer is ALLAH, nobody has the power to snatch the Rizq of another human being. They believe they give good performance for self-satisfaction and the sake of Allah only. A remarkable theme "sustainer" highlighting the religious values and employees' faith. Since individuals have their faith in Allah and emphasize their trust that it will help them to deal in this critical and challenging situation such as Covid-19. It is concluded that persons take religion as resilience.

Communication between the employers and the employees is significantly supported by the results of the current research. As it was very necessary to share the changes in the operational strategies of the organizations with the employees to boost their confidence and hence performance, this is also supported by the existing literature. Effective communication with employees greatly boosts organizational trust because it increases the feeling of gratefulness of the employees. It can be seen that gratefulness increases organizational trust (Guzzo, et al., 2021).

## 5 Conclusion

COVID-19 has greatly changed our lives but unfortunately, the world must survive. For a developing nation like Pakistan, it is very difficult to impose a long-term business sector lockdown. For this epidemic, the economy falls quickly. In world Bank report of 2020, economy of Pakistan is affecting fatly by Covid-19, Gross Domestic Product (GDP) experience negative growth and service sector is also effect. Poverty and unemployment ratio goes up. Initial estimates indicate around 1.3 trillion losses with GDP reduction in service sector (Javeed, 2020).

Employees have to adapt for safety reasons to accommodate the pandemic adjustments. This investigation examined the impact of the Covid-19 pandemic on the satisfaction and performance of Café restaurants employees in Pakistan. Studies of café-restaurants employee's satisfaction and performance examined the internal and external variables influencing it. Additionally, not previously studied before the COVID-19 epidemic, variables impacting employee satisfaction were explored via the literature research. Another tool that was used to gauge employee satisfaction and performance was a semi-structure interview analysis that was designed to examine the degree of employee satisfaction and performance within the context of the COVID-19 epidemic.

The Covid-19 caused severe downstairs to the economy of Pakistan as well as other countries of the world. Employees start feeling themselves in danger of losing jobs and cutting of their salaries which resulting in mental stress. One of the studies shows that due to increasing rate of unemployment and depression of economy, turnover intension of employees goes down even when their income is also diminutions (Lili et al., 2020).

A sample of 3star and 4star café restaurant workers were interviewed, and the data was later evaluated. The poll findings reflect employees' optimistic outlook on performance and feel tragic from the situation. Data from interviews helped illuminate the perspectives of café restaurant workers during the COVID-19 epidemic concerning their level of satisfaction and performance. Corona shed drastic effects on satisfaction and good effects on performance. Employees do not feel satisfied because they work with the stress. The stress of being laid down from the company and the stress related to heath. On one side manager of the company delicate different duties, start a pay as per hour, pay according to the working week, demand work without shifts, and on the other side, Government policies, rising of Corona cases, and raising in the unemployment ratio give them much stress. Life standards and economic recovery are depending upon workforce, it is important to work on the factors associated with mental stress and work attitude (Lili, S. et al 2020)

Research helps to analyze objective and research question 1, Epidemic deprives the satisfaction level of cafe-restaurant employees but sheds positive results on their performance. Result of the interviews shows that almost all employees are not satisfied from the scenario to bring by Corona virus in the shape of bouncing employees, salary cut-off, and give more time without gaining more. Most of the time, employees want to retain their job until or unless they find any best opportunity. But Covid-19 change the situation like there is less opportunity in the market, unemployment is evolving everywhere. This fact is impacting psychologically among employees. Researcher realizes that all organizations bring operational changes

Likewise, the researcher develops an understanding of the objective and question number 2 of the research. Employees feel satisfied within the organizations as they work in an organization that has the name in society. But not content with the condition of the economy. All interviewees vocalize that their satisfaction level relates to job stress goes down and their performance goes up. Employees believe that they are already good workers, that being the case, they are on the job. They declare they are improving their performance with regards to new policies and handle pressure more than before.

All interviewees not agreed with the statement "satisfaction=performance". Employees reply based on their experience. They said there are much more reasons that can enhance or decrease the performance level of an individual. Many studies argue that job satisfaction determines the performance of an employee. A certain level of job stress spur employee to enhance work performance and complete tasks properly. In the case of an increase or decrease in job performance, job stress can be a good predictor. Many previous studies support that job stress has implications for performance (Ratri, R.,G.,K., &Wahjudoni, K.,B.,D 2021). One of the researchers also claims there is not a conclusive relationship between job satisfaction and job performance. Previous studies mention there is a positive relationship between satisfaction and job performance but other studies state that the relationship between job performance and job satisfaction is fake or there is no relation in-between them (Ismail, B., Tuba, B.,Burca, E. &Buket S. 2014).

The researcher of the present study did not involve communication in open ended questions, but employees rely a lot upon it and express their positive feelings. Employees start to feel comfortable when the company involves them in the discussion. In the time of crisis, effective, on-time and active communication give benefit to the organization.

If an organization stop giving attention to their employee during crisis, show lack of understanding to the employees need and show unwillingness behavior to communicate, they start give more attention to rumors and trust in media more than anything. In the time of crisis, active listening help to capture employee's concerns and organizational actions (Lerouge&Romain, 2020).

It is concluded that Post Corona effects gives a good raise in employee performance. The employee believes they work excellently, and the only thing which secures them from lay off is an extraordinary performance. They accept the change and give their best in these restricted policies. The main purpose of accepting all the changes and all the odd policies is to be retained on the job, which is a basic need of the time.

This qualitative research explores the novel idea, that satisfaction is not always equal to performance. There are some other reasons which apply for high performance. According to the interview persons, other factors lead to high performance like; nature of a person, religious thought, self-satisfaction, the need for time, want to be part of a permanent member of an organization.

## 5.1 Suggestions

Corona Virus brings uncertainty which led a great fear and unembellished instability in the world's service industry. With this regard, Pakistan's hotel industry should take



consumption and anti-corona strategies. This will ultimately help the hotel and café industry to themselves out from the Corona Virus and other disaster scenarios and make ready appropriate actions.

Several pieces of research have shown a positive relationship between job satisfaction and job performance. Until now, the layman has a strong belief that a satisfied person is a good performer. a layman may base their perspectives on genuinely strong relationships that usually come to mind at a different level of analysis than researcher's studies, and/or Which exist between variables such as satisfaction and performance, which, in addition to construction, are usually investigated by scholars. The relationship between satisfaction and performance has fascinating scholars of organization for decades. 1930s Human Relation Movement of Herzberg, Mausner, and Snyderman's work of classic in 1959 share their thoughts by declaring a high level of performance in worker can get by enhancing their morale at work. With regards that many researchers also observed that satisfaction and job performance are relatively weak. This is an assumption that a happy employee is a good performer (Fisher, C.2003).

The hospitality industry should take caution measures to fight back from the Covid-19 crisis and make good "new normal" related strategies. Hotel and Café bar's owners mobilized various options like they can use emergency funds for salary maintain of employees, try to launch an alternative plan to take out their employee from the layoff stress. Bring change in a target market, bring marketing innovative plans, give a prompt reply to the employee, start taking prevention and safety measures without delay, introduce safety training programs.

These all things help the employee to enhance their job performance during this pandemic. Make communication transparent, it will help the employee to build trust in the organization. This will help to rebuild the trust and they feel secure on their job and start willing to give their best to help and take out organization from this difficulty. The organization should assure the communication will be authentic, assured, and consistent. It must be on time and truth base and give the employee a bit of time to adopt the change. Make sure communication should emphasize the sustainability and continuity of services for the staff and re-bring and maintain a new hope and enthusiasm among them. Transparent communication helps employees to understand the difficulties of organization during such time and enhance positive feeling to participate actively in organizational activities during Corona Virus. The organization should re-assure their employee psychologically; it will help the employee to adapt personal characteristics according to the situation. In this study, some employees feel untroubled but afterward may become afraid if danger (layoff) becomes more evident. If the government does not control Corona Virus properly, then maybe management does downsize again as a reactive tool. At that time, make sure management makes precise and convincing decisions regarding salary, bonuses and clearly explain to their employees.

Try to make an assistance plan to secure the jobs of the employee from public authorities and present the best solution in the time of Coronavirus. This study generates the decision that transparent communication helps employees to perform better, so, it is better for café bar's management to do open communication and frequently collaborate with the employee in a decision which leads to high performance. To motivate employees, use tools like

long-term orientation and supportive dialog to protect the collective interest and latent arrangements.

COVID-19 has greatly changed our lives but unfortunately, the world must survive. For a developing nation like Pakistan, it is very difficult to impose a long-term business sector lockdown. For this epidemic, the economy falls quickly. In world Bank report of 2020, economy of Pakistan is affecting fatly by Covid-19, Gross Domestic Product (GDP) experience negative growth and service sector is also effect. Poverty and unemployment ratio goes up. Initial estimates indicate around 1.3 trillion losses with GDP reduction in service sector (Javeed, A., 2020).

As a result, Pakistan and other nations have to provide access to their markets to preserve the economy. Still, corona virus lurks in the midst. People must coexist with corona virus. It is important to keep this danger at a minimum by making all of the government's new normal regulations mandatory. Employees may agree with this on certain occasions, but on others, they may disagree. But no matter what, they are essential to assess their emotions and responses. If employees respond negatively to any changes, it may become a barrier to productivity. Employees' response to changes is believed to be one of the factors that can enhance their performance, according to this study. But the data is predicated on the assumption of a massive epidemic; therefore, employees had to tolerate these changes for personal protection.

Pakistan can adopt anti-pandemic strategies adopted by other countries like China and other developed countries such as; Communication and leadership, Human resource strategies during disasters, Finance related strategies development. In communication and leadership strategies they should give priority to establishing effective, efficient, and responsible disaster management and their team leaders. In China, Numerous hotel group manages disaster management team for paranormal phase which lead to work under effective leadership, efficient command and reasonable actions.

## 5.2 Practical/Managerial Implications

The findings of this study may be used by businesses and managers to think about and consider adjustments they might make to their organization's reaction to the COVID-19 pandemic, based on the discovered variables that influence employee satisfaction and performance. The COVID-19 pandemic is still on air; however, examine issues outside the context of that epidemic and consider altering some elements to enhance the satisfaction of the staff. Communication includes significant number of code snippets, for instance. Communicating clearly and often on relevant departmental and hotel operations topics provides the potential for employees to feel engaged and informed.

## 5.3 Limitation

The study's limitations are due to its limited size and narrow focus. A major consideration for future research, as the data show, is the small sample size. A more thorough and varied sample would provide a more informative dataset that would be a better reflection of the café-restaurant workforce. Only employees of café- restaurant who consented to participate in the interview and survey procedure were included. The addition of the overall hotel industry would dramatically improve the data's relevance to the industry as a whole. The research showed that workers vary in their view of satisfaction, which shows a difference in employee performance. In this respect, conclusions should be further verified by investigating the quantitative variations in employee satisfaction between entry-level and managerial-level workers, which would expand on the results. Additionally, the distinctions between mid-level and top-level managers should be explored. The techniques used in this research may be implemented in various sectors of the hospitality business, including the hotel industry, to serve another clientele.

The focus of this research was on café restaurants, although other sectors of the hotel business may also be included in future research. This research is held in Twin city (Rawalpindi-Islamabad) of Pakistan. It can be done in other areas like; in and outside Pakistan.

This study has lacks empirical exploration and uncertainty of Coronavirus effects. To explore its effects on satisfaction and performance longitudinal study can be conducted. Small numbers of the participants were indulging in this study, which is one of the possible limitations of the present study.

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