

The Impact of Covid-19 On Job Security in The Nigeria Hotel Sector

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Abstract

This research is a post-COVID-19 pandemic study that centers around job security in the Nigerian hotel organizations. The substantial threat faced by businesses around the world in the wake of COVID-19 disease outbreak cannot be overemphasized and to a greater extent hotel businesses and employees have been affected due various changes that occurred in the immediate environment of these organizations. With a 42 percent reduction in the global workforce reported during the height of the pandemic and taking into consideration the renowned high employee turnover rate in the hotel industry, as well as how these factors can contribute to job insecurity level, this research set out to investigate the impact COVID-19 has had on the employees' job security in Nigerian hotels. To achieve this, a positivist research philosophy was adopted and a quantitative research methodology which enables cross-sectional survey study to be conducted was followed. The study, which was conducted in the selected locality of *Surulere* LGA, Lagos State Metropolis, Nigeria involved employees who were working in different hotels in this region and were administered with survey instrument ($\alpha=0.873$) which was adapted from other studies. 120 questionnaires were administered to employees who were classified as frontline during the COVID-19 pandemic and are still in employment after the pandemic. Of the 120 questionnaires administered to respondents, 87 were successfully collected giving overall valid response rate of 72.5 percent). In term of age distribution, respondents aged between 20 to 24, 25 to 29 and 30 and above accounted for 13.8 percent, 43.7 percent and 42.5 percent in that order. Most of the respondents engaged in the survey are skilled workers as 70.1 percent possessed a degree certificate or higher. It was found out that COVID-19 pandemic contributed to heightened level of perceived job insecurity as well as induce a significant stress level in the majority of employees surveyed and hence enabling the assertion that job security level in the Nigerian hotels during the COVID-19 pandemic was low While there was heightened level of COVID-19 induced stress level in employees. Sets of regression analysis were carried out to access the impact of job insecurity level, COVID-19 induced stress level as well as job satisfaction level on the employee job performance level during the pandemic as well as the impact of job insecurity level on employee loyalty. The first regression analysis was statistically significant, and the model classified 56 percent of the variance ($R^2 = .560$, $F(3, 79) = 7.836$, $P < 0.01$). Job insecurity ($\beta = .788$, $t = 3.391$, $p < 0.05$) and COVID-19 induced stress level (CID) ($\beta = .729$, $t = 2.734$, $p < 0.05$) were found to have significant impact on job performance and organization support was found to significantly ($p < 0.05$) moderate between these predictors and the outcome variable. Furthermore, in another regression analysis ($R^2 = .406$, $F(3, 79) = 10.071$, $P < 0.01$) which classified 40.6 percent of the variance in employee loyalty, job insecurity ($\beta = 1.108$, $t = 4.894$, $p < 0.05$) was found to have significant impact on hotel employees' loyalty to their organizations during the COVID-19 pandemic. Support policies inform of honest relationship ($\beta = -.539$, $t = -4.694$, $p < 0.01$) management maintained with employees during COVID-19 was found to significantly moderate between job insecurity and employees' loyalty. Based on

all the findings made, the theoretical and practical implications of the study were also established along with recommendations for future studies.

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Chapter 1: INTRODUCTION

This research is a post-COVID-19 pandemic study that centers around job security as seen in the Nigeria hotel organizations in the wake of the corona diseases outbreak. In this chapter, the fundamental building blocks of the research are overtly discussed under various headings below.

1.1. Research Industry Overview— The Nigerian Hotel Industry

The hotel industry is among the oldest and leading service-based industry which maximizes quality social life for people. The exclusive service-based industry which relies heavily on the human assets to execute its various business processes and functions plays an integral social and economic role in the civilization. On one hand, the industry enables the maximization of quality social life for people, destination customers, travelers as well as businessperson through the provision of wide range of services including but not limited to suite experience, hotel lodging, restaurants, bars and lounges (Adeola and Ezenwafor, 2016). On the other hand, the industry contributes immensely to the economic development by generating employment opportunities and as well contributing to its fair quota to the gross domestic product of any nation (Breda, Pacheco, and Dinis, 2019). With over 7000 hotels spreading across 334 cities and are predominantly owned by private investors, the Nigerian hotel industry as a subset of the nation's tourism and hospitality sector contributes significantly to the economic development of the country (Nwosu, 2016). Like the hotel business environment seen in the advanced world, the business environment of the Nigerian hotel industry is highly contentious and subjected to various influencing factors including economic, social, political as well as environmental factors which have varying degree of impact and hence making it not free from various contemporary issues related to job insecurity, high employee turnover rate and hence shortage of labor among host of other factors which affect the operation of hotel businesses in the industry (Kulusuvan et al., 2010).

1.2. Research Statement

Hotel businesses operate in a dynamic environment in which both threats and opportunities are inherent factors that usually arise and hence prompting managements to reconsider their stance, re-strategize their business approach and modify their processes. It is undeniable that COVID-19 posed substantial threat to businesses around the world and global population at large and in the wake of this deadly virus outbreak, hotel businesses have been affected to a greater extent due to the prolonged global lockdown— utilized as COVID-19 resistance measures imposed by various jurisdictions— that not only robbed them of business customers but also caused overall reduction in whole of global economic activity. This phenomenon precipitated series of challenges for various hoteliers and other business managers around the world and prompting them to respond in different ways so as to achieve survival and sustainability amid

the crisis of COVID-19 (Pacheco, et al., 2020). The net impact is that employees' job position to a greater extent have been threatened and affected as much as their employer's stance by the global pandemic as business managers resort to various cost cutting strategies such as salary reduction, retrenchment and laid offs etc. so as to achieve survival in a time of restricted economic expansion. For instance, a 42 percent reduction in global workforce and productivity have been reported in the advent of COVID-19 and the phenomenon of job insecurity has become more pronounced than ever for employees as people get laid off and others were quite unsure about the stability and longevity of their job in an organization (PWC, 2020; Carter and May, 2020). Despite the fact that the hotel business environment is highly contentious and renowned for high employee turnover rate even when there is less crisis in the business environment as majorly pronounced in the wake of the global pandemic, employees nevertheless occupy important position in a hotel organization as they are "part of the product" being rendered to customers due to their quality and competency being some of the major factors which shapes and drives satisfactory experience for customers (Kulusuvan et al., 2010). As threat to job security can be precipitated by various factors not limited economic factors among host of other business conditions and with an idea of how job insecurity can affect employees' behavior, work performance and overall wellness in an organization, it has thus become the interest of this research to assess the impact COVID-19 outbreak has had on job security among key metrics in selected local Nigerian hotels which exclusively depends on employees sustained level of performance to thrive.

1.3. Research Objectives

As this study intend to use the Nigerian hotel industry in accounting for the impact of COVID-19 on employee's job security, the following objectives are set to achieved during the course of the research.

1. Study how COVID-19 affected the well-being of employees in the selected hotel organizations.
2. Empirically study and account for employees' level of job security seen in the selected hotel organizations during the COVID-19 crisis.
3. Account for how perceived threat to job security affect work performance of employees in the selected hotel organizations during the COVID-19 pandemic
4. Access the timely workplace policies and supportive measures used in enabling reduced job insecurity and hence mitigating workforce resistance in the hotel organizations.

1.4. Research Questions

To achieve the following stated objectives, the following questions are to be answered in the scope of this research.

1. How has COVID-19 affected the hotel industry workforce?

2. What is job security and what factor(s) pose threat to job security in a hotel organization?
3. What is the impact of job insecurity on the performance of employees in a hotel organization setting?
4. What are the various support policies and strategies being employed in enabling job security and reducing workforce resistance in the studied hotel organizations?

1.5. Research Significance

Based on the identification of contemporary COVID-19 induced factors which contribute to employees' perceived job insecurity and impact their job performance amid the period of socioeconomic crisis caused by disease pandemic, the significance of the research will be reflected in its tendency to provide hoteliers and organizational leaders with unique and additional insights on the concept of job security, its importance and how it can be sustainably fostered in a time of crisis not only in a hotel organizational setting but other relevant organizational settings in the vast business world.

1.6. Theoretical Construct and Conceptual Framework

Three theoretical constructs that were described in other literatures and perceived to correlate strongly with this present study's intents were adopted and modified for use as part of research functional building blocks. These include job insecurity; job satisfaction and performance; and organizational support that are briefly discussed under the following subheadings and extensively reviewed in section two of the dissertation.

1.6.1. Re-Conceptualizing Job Insecurity in during COVID-19

Job insecurity is a popular concept which has been theorized and discussed extensively in literatures and have been adapted to various empirical studies in which factors such as organizational restructuring, mass laid offs, the need to cut expenses, achieve greater flexibility or just to adjust to new working conditions in the environment have led to threat to job positions have been studied (Vujicic et al., 2014). Series of definitions have been used to aptly explain job insecurity. According to Greenhalgh and Rosenblatt (1984), job insecurity can be taken as sense of helplessness in maintaining the desired continuity of the work situation while Hartley et al. (1991) defined it as an evaluation of the existence of a threat of losing one's job due to changes in the work environment, which is based on the interaction between the perceived possibility of losing one's job and perceived certainty it will not happen (Vujicic et al., 2014). The former and latter definitions align with concept of job insecurity in the context of this present study in which changes in the socioeconomic environment due to COVID-19 induced factors are believed to be among the leading phenomenon which could possibly contribute to job insecurity in a hospitality organizational setting. Hellgren et al. (1999) described job insecurity to be either qualitative or quantitative

insecurity. The former represents perceived sense of losing one's job, the feelings related to deterioration of working conditions and salary cuts or the impossibility of career development (Sverke et al., 2002) while the latter translates to the loss of important job characteristics and general insecurity. Also, with the various challenges including salary cut, job laid off, retrenchment and all that became pronounced during global pandemic, the distinction about the different type of insecurity given by Hellgren et al. (1999) contributes to the adoption of job insecurity as a functional theoretical basis in understanding and measuring perceived sense of job insecurity in the selected hotel organizations during the global pandemic.

1.6.2. Re-Conceptualizing Job Satisfaction During COVID-19

The concept of job satisfaction pioneered by Hapok and described in other literatures is also adopted as a theoretical construct in enabling an understanding of perceived job satisfaction which plays an important role in the motivation and job performance of an employee in an organization (Vujicic et al., 2014). Job satisfaction is explained as a complex of variables which are affected by situational factors of the working environment which determines the extent to which employees like their job and hence influence their performance (Rothmann and Agathagelou, 2000; Hirschfeld, 2000). As job satisfaction is a reflection of an employee's attitude towards their own job which can also affect their performance, and with hospitality organizations needing highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage, it is important to understand how COVID-19 affected job satisfaction especially these hotel organizations in which the level of job satisfaction hence performance showed by employees can affect the way consumers perceive the quality of the service given, and hence enabling their retention (Lawler, 2005).

1.6.3. Re-Conceptualizing Organizational Support Theory

Theory of organizational support is adopted as the third theoretical framework in enabling a deep understanding of how the level of support shown by management impact job security, job satisfaction and wellbeing of employees in a hospitality organizational setting during the pandemic. In the context of organizational support theory, employees form general beliefs concerning how much organization values their contribution and their well-being when the employer fairly evaluates employees' contributions and efforts, (Eisenberger et al. 1990). Organizational support has been positively related to career commitment in an organization (Eisenberger et al., 1990). Owing to the position that employees occupy in the exclusive service-based sectors like the hotel industry, organizational support more than plays an important role on their sense of recognition and being valued. The mediating effect of perceived organizational support is described in its tendency to mediate the association between job insecurity and career commitment when employees felt more insecure in their job (Akbiyik, 2016). Metrics including organizational rewards, promotion, job enrichment, participation in decision making have all been said to contribute to perceived

organizational support (Akbiyik, 2016). With the socioeconomic challenges, emotional and psychological distress faced by employees as an individual member of the society during COVID-19 pandemic, specific job conditions, communication, engagement, rewards are among the leading metrics which could translate to positive perceived organizational support as it is holistically believed in this study.

1.7. Conceptual Framework

In relative to the research objectives stated, the questions formulated and the adopted theoretical constructs, the developed conceptual framework developed for the present study is schematically presented below.

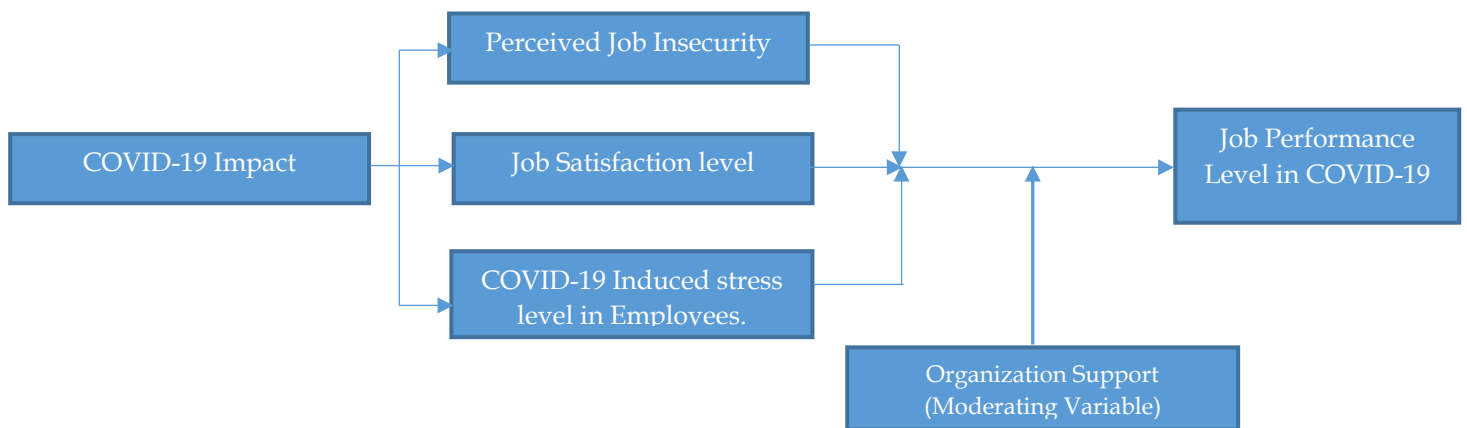


Figure 1: Conceptual Framework

1.8. Dissertation Structure

This dissertation is structured into five major sections. The first section encompasses introductory aspect of the research work conducted and hence details the research statement, its aim and objectives, the questions that are to be answered during the course of the research and its overall significance. This same section also gives an insight on the adopted theoretical constructs and conceptual framework developed for the study. Section two with its various headings and subheadings details the extensive and robust review of the literatures that are in relevance with the intention of the study while section three explains the research philosophy, approach, methodology as well as the analytic method employed in the study. Section four and five are the respective establishment of the research findings and analysis, discussion of key findings, recommendation and suggestions for any potential future research.

1.9. Chapter Conclusion

This chapter established the functional building blocks and scope of the research intended to be carried out in the Nigerian hotel industry by stating the research problem, the targeted aim and the objectives to be achieved as well as detailing the significance of the research. Also covered in this chapter are adopted theoretical constructs and the developed conceptual framework.

Chapter 2: LITERATURE REVIEW

This section is a systematic approach to review of literatures in relative to the focus of this present research study. In this regard, plethora of related theoretical discussions as well as report of empirical studies that have been carried out and published in various reputable journals were sourced and holistically reviewed and discussed under various headings in relative to the specific objectives of this study.

2.1. Systematic Approach to Literature Review

A systematic and holistic approach is followed in reviewing the existing bodies of literatures. To achieve this, content and context specific papers in which targeted concepts in this study have all been discussed and empirically studied were sourced. In this regard, literatures in which concepts including nature of the hotel segment, concept of job security, job satisfaction and job performance, employee wellbeing and stress factors, COVID-19 pandemic impact, concept of organizational support have been discussed in reputable journals were reviewed to enable an in-depth understanding and hence act as guiding framework in this study. The table below is a summary of the series of literatures that are systematically and holistically reviewed.

Table 1: Systematic Approach to Literature Review

S/N	Article Title	Author	Publishing Journal
1	The Stress-Induced Impact of COVID-19 on Tourism and Hospitality Workers	Kang, Park, Lee and Lee (2021)	MDPI Sustainability
2	Impact of Job Insecurity due to COVID-19 on the Psychological Wellbeing and Resiliency of Food Delivery Personnel	Sawar, Masqood and Mujtaba (2020)	International Journal of Human Resource Studies
3	Job security and the promotion of workers' wellbeing in the midst of the COVID-19 pandemic: A study with Canadian workers one to two weeks after the initiation of social distancing measures	Pacheco et al (2020)	International Journal of Wellbeing
4	Loss of Job Security and Its Impact on Employee Performance – A Study in Sultanate of Oman	Sanyal, Hisam and BaOmar (2018)	International Journal of Innovative Research & Growth
5	The Association Between Perceived Job Insecurity and Career Commitment in Hospitality Sector: The Role of Support at Work	Akbiyik (2016)	Journal of Business Management

6	The hospitality business in Nigeria: issues, challenges, and opportunities	Adeola and Ezenwafor (2016)	Emerald Insight
7	Job Satisfaction and Employee Performance: An Empirical Approach	Inuwa (2016)	The Millennium University Journal
8	The relation between job insecurity, job satisfaction and organizational commitment among employees in the tourism sector in Novi Sad	Vujicik et al (2014)	Economic and Industrial Democracy
9	Analysis of Job Satisfaction in the Hotel Industry: A Study of Hotels in Spain	Cruz, Lopez-Guzman and Canizares (2014)	Journal of Human Resources in Hospitality & Tourism

2.2. COVID-19 Stress Factors

COVID-19 disease outbreak represented challenge for all and sundry across the globe. Its significant impact on the socioeconomic activities of people and businesses around the world cannot be overstated as the disease spread across geographical borders since its outbreak in the Wuhan wet market, China and hence classified as pandemic disease by the World Health Organization (WHO, 2020). In the advent of the mammoth human cost, economic downturn amid host of health regulatory policies that came with the global pandemic disease, various phenomena including physical strain, emotional distress and psychological breakdown were pronounced in people/personnel in different walk of life as the number of reported COVID-19 cases escalate further. Due to the chronic impact of the disease on various aspect of human lives, researchers and experts have maintained that COVID-19 disease represents another stressor for all and sundry in the global population. In the words of Adger (1999), stress is described as “an unexpected event or circumstance that threatens us in some way” while Lazarus (1993) concisely explained stress as “feelings of anxiety and worry that are physically and psychologically difficult to confront”. In the context of workplace setting, COVID-19 undeniably caused a change in the workplace setting as various diseases containment measures including social distancing, restricted business activities and the subsequent global lockdown changed the characteristic nature of the workplace environment which employees have been familiar with prior to the disease outbreak. Researchers have discussed that work-related stress can become pronounced when the characteristics of nature of the work environment appear threatening and personnel/employees demonstrate specific reactions to the (Jamal 1984). Hence, the disease has been identified as major stressor in the workplace as it threatens the safety of employees in different magnitude during the pandemic (Kang et al., 2021). It has also been pointed out in other literature that work-related stress occurs when an employee believes they are receiving less support from their managers, officials, and colleagues than they should and hence delivering potential sense of negative feelings that unexpectedly

disrupt the mind and body at different time (Kang et al., 2021). As stress inherently wear out employee overtime, the negative impact work-related stress on employee's job performance, job satisfaction and commitment and overall wellbeing have been discussed in literatures (Kang et al., 2021). It is important to maintain that depending on the workplace setting and job function requirements, different employees are exposed to different type of stress level as researchers have pointed out many frontline employees including the medical practitioners —whose their job functions require them to have active interactions with guests at different point in time— face an extreme level of work-related stress and anxiety due to the nature of their job amid the COVID-19 pandemic (Kang et al., 2021). In the specific case of the hotel industry, the impact of COVID-19 as a stressor which affect the wellbeing of employees as well as well as impact their job performance level among host of other key metrics have been studied by a handful of researchers.

2.3. Job Insecurity

The concept of job insecurity has been discussed by several authors across different literatures. Earlier definitions of job insecurity have been put forward by Greenhalgh and Rosenblatt (1984) who defined job insecurity as “a feeling of helplessness in maintaining the desired continuity of the work situation” while Roskies and Louis-Guerin (1990) described job insecurity as “the concern about the possibility of certain employment”. According to Hellgren et al. (1999) job insecurity can either be qualitative or quantitative in nature. The former translates to concern about losing one's job and the feelings related to deterioration of working conditions and salary cuts or the impossibility of career development while the latter relate to the loss of important job characteristics and general insecurity (Pacheco et al., 2020). In other consulted literatures, job insecurity has been considered and discussed from the cognitive thinking and affective perception of an individual. For instance, Borg and Elizur (1992) explained job insecurity as cognitive thinking that highly relate possibility of losing one's job, while the affective perception relates to the fear of losing one's job and hence the feeling of insecurity. A concise explanation of job insecurity which encompasses the cognitive thinking and affective perception was posited by Hartley et al. (1991) who collectively described job insecurity as: “an evaluation of the existence of a threat of losing one's job due to changes in the work environment, which is based on the interaction between the perceived possibility of losing one's job and perceived certainty it will not happen” (Vujicic et al., 2014).

Researchers have maintained that there is a clear distinction between job insecurity and actual unemployment despite that employment represent an essential source of material as well as personal satisfaction and security for an individual (Vujicic et al., 2014). In this regard, unemployment is a phenomenon which occurs when management go through the process the process of restructuring and mass layoffs, in order to cut expenses, ensure higher flexibility and adjust better to new working conditions (Vujicic et al., 2014). When these changes happen, it is a possibility to see a lot of employees/workers

changing their job or are given contracts different from their previous ones—part-time working, shorter working hours, etc.—, or might as well lose their jobs either temporarily or on a long-term basis (Vujicic et al., 2014). This in turn have been explained to create a heightened sense of job insecurity in the number of workers who remain employed amid these changes (Hartley et al., 1991). Therefore, it has been concisely clarified in that unlike losing one's job, which is always expressed as unemployment, job insecurity depends on personal interpretations of different signals from the working and the social environment. Furthermore, it has been maintained that job insecurity results in changes in attitudes towards work and an employee's behavior with regard to the company meaning that perceived job insecurity may have the same effect loss of job (Vujicic et al., 2014). Although various authors define insecurity in different ways, the one basic conception which underlies all definitions is that job insecurity is a subjective perception (Klandermans et al., 2010). Also, it has been extensively discussed in literatures that the level of job insecurity varies across industry and the job type. Adebayo and Lucky (2012) explained that certain job types including government jobs, educational jobs, healthcare jobs and law enforcement jobs are deemed to be very secure while on the other hand, jobs in the private sector are widely perceived to offer lower job security. This is highly true in the case of the hotel industry in which majority of companies are owned and exclusively operated by private investors and as well renowned for high employee turnover rate thereby creating perceived sense of job insecurity for those in employment. Also, wide range micro factors such as age brackets, gender, socioeconomic status as well as nature of employment contract have all been highlighted and discussed to have impact on job insecurity.

Various factors have been identified to precipitate job insecurity level. In this regard, researchers have explained how unanticipated crisis such as economic recession, mass laid off, management restructuring or public health issue can aggravate perceived level of job insecurity in employees across industries. This is so true when a consideration is given to how COVID-19 has led to economic contraction and threatened the position of businesses in different ways leading (e.g. affecting the productivity by 40 percent in reduction) and hence forcing organization to adjust in different ways such as mass laid off of employee laid off (in cutting cost) and hence creating doubt and uncertainty about job position for those that were left in employment amid the global pandemic (PWC, 2020). The impact of such subjective feelings on the wellbeing as well as the job performance level of employees have as well been discussed in detail in the consulted literatures. In this case, it is understood that perceived job insecurity influences the job performance when employees face a great uncertainty about their job position due to the series of occurrences around them.

2.4. Job Satisfaction

Job satisfaction as a concept have been explored and discussed extensively by organizational behavior researchers and experts. Despite that researchers have studied job satisfaction at different point in time, there is still no generally agreed definition of job satisfaction although series of conceptual thoughts and opinions have been put forward to better explain it as a concept. For instance, one conceptual opinion which have been put forward in explaining job satisfaction has it that job satisfaction is an emotional state, a feeling, an attitude or an effective response to a job situation (Santa-Cruz, Lopez-Guzman and Sanchez, 2013). This conceptual opinion takes into attitudinal orientation about job satisfaction into consideration and how this should be understood as positive or negative appraisals of objectives, people, and events, and reflect how individuals interpret them (Santa-Cruz et al., 2013). Based on this perception, researchers have defined job satisfaction as a pleasant or positive emotional state resulting from the work experience which is produced when the job satisfies certain individual needs. In another conceptual view of job satisfaction, it has been projected as the result of comparing or balancing the expectations, needs or actual outcomes of the position and the benefits of the job (Mason & Griffin, 2002; Wright, 2006). In this context, job satisfaction is explained in term of the interaction between employees and their work environment and could be better understood by gauging the congruence between what employees want from their jobs and what employees feel they receive (Wright, 2006).

Organizational behavioral researchers have nevertheless maintained that just job satisfaction is highly subjective in nature even when it is assessed in a collective group of individuals in an organization (Rahman and Sanzi, 1995). According to Spector (1997) job satisfaction centers mostly on the feelings (i.e., like or hate) on individuals about their entire job. Put in another words, job satisfaction has been said to be a benchmark on how employee either feel positive or negative about their job and therefore representing the main reason a sense of satisfaction and dissatisfaction are always present at certain point and situation (Aziri, 2011). It has also been pointed out in other literature that job satisfaction can be perceived as feelings of accomplishment and a subjective reflection of how successful an employee is on his/her job. This has been said to have a have a direct bearing on the performance as well as the wellbeing of the employee (kaliski, 2007). Researchers have also opined that job satisfaction cannot be quantified to a greater extent as Aziri (2011) explained that the level of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction and is not influenced by same factors across industries and hence varies in employees (Lee and Way, 2010; Santa-Cruz et al., 2013). Nevertheless, it has been understood from the plethora of literatures consulted that even if job satisfaction level varies, the growing level of job dissatisfaction has made it important to directly measure job satisfaction based on the subjective opinion provided by employees in a particular setting. This is indeed important as Squires, Hoben, Carleton and

Graham (2015) explained that dissatisfied employees may not quit their jobs, but a feeling of dissatisfaction can have impact on them, their colleagues at workplace, the level of performance they exhibit and as well cause them tendencies of displaying hostility on other employees in the workplace. Leading factors which have been identified to influence job satisfaction in the workplace include financial packages like salaries, opportunities, advancement, working conditions, and work group. This has also been discussed to influence job dissatisfaction as researchers have maintained that job satisfaction and dissatisfaction are parallel to each other and hence considered all together (Aziri, 2011)

2.5. Job Performance

The success of any organization is dependent on the quality and performance of the employees that are executing the series of activities that enables the creation and delivery of values to customers. This has made the concept of job performance to be one of the leading concerns for managers as the level of performance demonstrated by employees can influence the level of competition demonstrated by an organization (Abbas and Yaqoob, 2009). Job Performance has been conceptualized by various researchers including Campbell and Colleagues (1990) as well as Borman and Motowildo (1993). Campbell and colleagues discussed performance from two broad perspectives of action and outcome. From the action perspective, performance captures the series of expected behavioral activities that an individual does in the work situation in accordance with their job function and job specification which contribute to the overall success of the organization (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993). Researchers have stressed that performance is not defined by the action itself but also by judgmental and evaluative processes and as well explicitly maintained that only actions which can be scaled, i.e., measured can be considered to constitute performance (Campbell et al., 1993). The outcome aspect of performance on the other hand is said to represent the consequence or result of the individual's behavior. In this regard, researchers are quick to pointed out that conceptualizing action performance is daunting and difficult without simultaneously considering the outcome aspect of performance at the same time. Nevertheless, it has been maintained that the empirical relationship between behavioral performance (actions) and outcome performance does not mean that they overlap completely as outcome aspects of performance depend also on host of factors that are outside the individual's behavior (Reference). Performance have been conceptualized and explained by Borman and Motowidlo (1993) as either task-specific or context-specific. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. This contribution can be both direct (e.g., in the case of production workers), or indirect (e.g., in the case of managers or staff personnel). Contextual performance on the other hand refers to the activities which do not contribute to the technical core, but which support the organizational, social, and psychological environment in which organizational goals are pursued.

Contextual performance includes not only behaviors such as helping coworkers or being a reliable member of the organization, but also making suggestions about how to improve work procedures. It has been concisely discussed that activities relevant for task performance vary between jobs whereas contextual performance activities are relatively similar across jobs (Borman & Motowidlo, 1997; Motowidlo & Schmit, 1999). In this regard, task performance is said to be related to ability and the prescribed and constitutes in-role behavior, whereas contextual performance is related to personality and motivation, as well as discretionary efforts and extra-role.

In recent times, different authors and researchers have put forward different definitions of job performance. For instance, one definition of job performance has it as a reflection of workers' total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization (Lee et al., 2011). Another definition of job performance has been given as the standard measure for advancements, redundancy, rewards, punishments, reviews and salary changes (Liao et al., 2012). A more subjective definition of job performance was posited by Ahmad and Khurram (2011) who explained that employee performance symbolizes the broad belief of the personnel about their behavior and contributions towards the achievement of the organization. This explanation has also been echoed by Ahmad and Shahzad (2011) who explained that apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization. Researchers have also discussed that performance level of employees affects the overall performance out of an organization and as such needs need to be at the acceptable level as employee performance can be affected by several variables including employee satisfaction, working environment, compensation and benefits, career advancement among others (Sanyal et al., 2018). As much as organizations depend on high performing individuals in order to thrive and achieving competitive advantage, it has also been pointed out that performance is as well of equal importance to individuals as task accomplishment as well as sustained performance at a high level have been said to be a source of satisfaction, feelings of mastery and pride for individuals (Kang et al., 2021). When this is the case, high performers are said to have the believe that promotion is not farfetched in the organization and generally have better career opportunities (VanScotter, Motowidlo, & Cross, 2000). Low performance on the other hand as well as inability of individuals to achieve the goals has been said to translate to equal dissatisfaction as well as sense of personal failure.

2.6. Organizational Support

Employees represent an important asset in an organizational setting, and more than any other resource confer competitive advantage to an organization. The principle and practices of organizational support takes employees into consideration in an organizational setting. Organizational support theory

assumes that when the organization fairly evaluates employees' contributions and efforts, employees form general beliefs concerning how much organization values their contribution and their well-being (Eisenberger et al. 1997). Factors including acceptance and recognition, rewards and promotion, job enrichment, participation in decision making have all been discussed as component of organizational support which employees inherently perceive and expect (Rhoades & Eisenberger, 2002). For instance, employees want to be accepted and receive recognition for their efforts in the workplace and the receipt of such is said to translate to perceived support from the organization. Eisenberger et al explained that accepting and recognizing employees has to do with treating them like an asset, caring about their happiness and demonstrating it all the time in an organization. This in turn has been said to influence employees' emotional relationships with the organization (Eisenberger et al. 1986).

It has also been discussed in other literature that employees have expectations that they want to be met and as well want a true level of support to be shown by their organizations (Rhoades and Eisenberger, 2002). Supported employees in turn might use their knowledge and skills at top level to be beneficial for their organizations especially when their expectations are also met by their organizations. This has concisely explained to greatly benefit any organization as employees whose expectations have been met and as well supported are bound to work more so as to help the organization in meeting the targeted goals. Demircan and Yildiz (2009) also explained that support given to employees always prove to be valuable as it gives employee a reflection that they indeed are accepted and wanted in the organization. In the same vein, increased level of support shown by organization to their employees have also been said to provide safety for the employees as it creates a perceived feeling about the organization standing behind them (Akbiyik, 2016). Researchers have concluded that such showing support to employees enables a positive environment to be fostered and hence lead to effectiveness and productivity for any organization (Eisenberger et al. 1997). Other researchers and authors have also concluded that support from organization come with the potential to facilitate and contribute to improved commitment level, sense of belonging as well as improved job performance level in employees (Hellman et al. 2006). Other workplace practices which can be taken as organizational support have been described in term of the providing supportive practices according to the structure of the work and enabling a way to for employees to foster personal developments (Reference). Also, the satisfaction of the social needs of employees as well as creating an avenue for employees to have a close dialogue with the organization have also been said to translate to perceived organizational support for employees. Moreover, the level of recognition given to employees as well as the tolerance of the organization in enabling employees to participate in decision making through open communication have also discussed. In this regard, employees who believe that they are duly recognized and allowed to participate in decisions making process tend to establish strong ties with their organizations and hence consider themselves as important parts of an organization (Dewettinck et al. 2003). This has been said to

contribute to increase level of commitment towards their organization. COVID-19 affected all and sundry and has been listed as a novel a stressor in the workplace amid the global pandemic as employees were forced to adjust to new policy and practices including those that are related to safety. Its contribution to perceived job insecurity among employees as well as reduction in the expected performance productivity is far from debate as various empirical studies have confirmed and documented this. Perceived organizational support have been discussed to moderate and alleviate induced work-related stress level.

2.7. Appraisal of Literatures

The hotel industry is one of the most important economic sectors in any setting thanks to its capability to contribute to improved quality of life for people. The environment of this industry is quite a contentious one and highly influenced by various factors having varying degree impact on outlook of the industry. These include but not limited to natural disasters and anthropogenic factors including disease outbreak, economic downturn, geographical crisis among host of another contemporary phenomenon. Research of various kind have been conducted in understanding and establishing some of the contemporary issues prevailing in the industry across different time. A notable among these have to do with the position of employees in the industry as the hotel industry is one of the leading industries renowned for high employee turnover rate meaning that long term job position is quite not a surety in this industry. In line with the interest of this study which set out to assess job security and other key factors in the industry at a time when COVID-19 disease outbreak affected every aspect of human life, plethora of empirical studies which strongly relates to the interest of the study are duly reviewed to have a solid understanding of the concept being studied. These wide range of studies are appraised according.

It has been explained in a consulted literature work-related stress have influence on employee wellbeing and their job performance level in the workstation. Performance pressure is described as a major component of job stress, which in turn leads to decreased job satisfaction (Ahsan et al., 2009). Hence, in one empirical study another empirical study conducted by Kim et al (2014), it was reported that workplace stress decreases satisfaction in front-desk staff working in the hospitality industry. Kim et al (2014) found that many employees dealing with jay-customers (e.g., abusive customers) report a higher level of job stress and lower job satisfaction level. COVID-19 has been classified as a workplace stressor which affect employee's wellbeing and influence their job performance level. In the one of the plethora of literatures consulted, the role of COVID-19 in contributing to increased work-related stress in frontline employees has been empirically studied and discussed. For instance, Santarone et al. (2021) found out in their research study that that during the COVID-19 pandemic, front-line physicians and nurses experienced high levels of stress due to unusual work shifts and extended work hours. Researchers have also accounted for how work-related stress resulted to negative outcomes for employees, companies, and organizations. In the work of

Ahsan and Colleagues (2009), job stress was found and reported to be a significant indicator of decreased job satisfaction among academic faculty members surveyed in their study. In a recent empirical COVID-19 affiliated study conducted by Kang and Colleagues (2019), COVID-19 induced stress was found to negatively and significantly affected organizational trust, job satisfaction, and self-esteem of employees in the tourism and hospitality industry, while Sawar et al (2020) who also conducted similar COVID-19 related study on food delivery personnel working in hotel confirmed that personnel experienced decreased wellbeing with regards to their happiness and job security as a result of COVID-19 pandemic.

Job security referring to employee's expectations about the stability and longevity of their job in an organization have been empirically studied by various researchers. It has overtly been overtly established in plethora of literatures that natural disasters and public health crises impose negative economic impacts (e.g., disruption in supply chain activities, loss of income, job loss etc.) which in turn contribute to heightened perceived sense of job insecurity (Qin and Jiang, 2011; Mastroianni, 2009; Lu et al., 2017; Nicola et al., 2020). Barling and Kelloway (1996) had earlier maintained that due to the subjective nature of job insecurity, it represents a chronic stressor in the workplace and hence coming with the potential of negatively affecting employee attitudes towards work.

Sanyal, Hisam and BaOmar (2018) discussed series of factors including employment contract, collective bargaining agreement, labor legislation and personal factors including education, work experience, job functional area, work industry, work location, etc. to play an important role in determining the need for an individual's services and impacts their personal job security. Low skilled employees have been empirically confirmed to be at the risk of job insecurity, while full time employees have been said to be comparatively have less level of job insecurity compared to temporary employees (Barling, et al., 1996). Sverke et al (2006) have explained that low status employees correspond to those having low education and always the type that try to stick with the present job, making fear of unemployment creates high level of insecurity (Sverke, et al., 2006).

Demographic factors including age, gender, socioeconomic status have also been explicitly found to influence job insecurity. De Witte et al (2003) as well as Sanyal and Hisam (2018) have establish in their publications that high job insecurity is experienced by old age employees compare to those who are relatively young while employees having low status are said to be more threatened about loss of job and feel greater insecurity than those with elevated status. Vujicic et al (2014) found out and reported that there is no statistically significant difference between men and women for the job insecurity dimension, job satisfaction, and organizational commitment. Researchers including Van Wagner (2018) as well as Rothstein and Coughlin (2019) have confirmed that job insecurity was common amongst low-income workers with limited job protection rights including those working in the hospitality industry. Van Wagner

(2018) have also pointed out that in a pandemic, marginalized people are more likely to experience the most job insecurity. For instance, a recent survey on COVID-19 revealed that LGBTQ Americans may be facing more economic hardships (i.e., job loss, wage reduction) and hence an increased level of job insecurity compared to the general population (Mckay et al., 2020).

The impact of Job insecurity on key employee attributes have been empirically studied by researchers. For in instance, job insecurity has been established to correlate with negative employee wellbeing, increased job dissatisfaction as well as absenteeism (Qin & Jiang, 2011). Vujicic et al (2014) also explained in their study that there is a negative correlation between job insecurity and job satisfaction and organizational commitment variables. The researchers explain further that that employees who do not feel secure about their employment were observed to have a lower level of job satisfaction and are less committed to the company where they work. Also, in a study conducted by Akbiyik (2016), the researcher revealed that perceived job insecurity is significantly and negatively relationship with career commitment in hospitality industry workers in instambul.

The impact of job security on employee performance have also been reported in other literature. Sanyal and Hisam (2018) confirmed that job security dimensions contribute significantly to the levels of the employee performance and satisfaction. Researchers including Holmes et al (2020) Zhou et al (2020) who had described COVID-19 pandemic as a factor which contribute to perceived sense of job insecurity across all sectors also stated explicitly that job insecurity affect the overall wellbeing of employees (Wilson et al., 2020). Sawar et al also confirmed that hotel delivery employees who developed perceived job insecurity due to COVID-19 experience decreased wellbeing with regards to their happiness and job security. In similar vein, Pacheco et al (2020) who assessed the impact of COVID-19 on Canadian workers established that job security is strongly associated with lower negative wellbeing during the COVID-19 crisis, and also seems to enable workers foster the actualization of their potentials at work.

Researchers have as well empirically study job satisfaction in an organization setting. According to a researcher job satisfaction has a positive and significant relationship with employee performance and meaning that an increase level of job satisfaction will also also lead to increased and higher performance (Inuwa, 2016). A group of researchers led by Raza conducted an investigational study in understanding the relationship between job satisfaction and sales representative's performance with adaptive selling deeds of organizations, the researchers found out that there is a strong association of salesperson performance and job satisfaction (Raza, et al., 2015). In the same vein, Vermeeren, Kuipers and Steijn, (2014) have as well confirmed job satisfaction to be positively related to employee performance in their study that centers around public organizational performance and workers' management with specific emphasis on job satisfaction as a credible mediating variable between organizational performance and HRM. Other

researchers including Al- Ahmadi (2009) have also confirmed that job satisfaction has a positive correlation to employee performance in their respective studies. Contrary to all these findings, Aziri (2011) researcher explained that there is no strong nexus between job satisfaction and employee performance and argued that that an employee with high level of job satisfaction may not necessarily have a higher level of performance (Aziri, 2011). Job satisfaction was found and reported in another literature to influence organizational employee wellbeing strongly and positively, organizational trust as well as well as job commitment (Kang et al., 2021).

The role of organizational support in the workplace has been studied by various researchers. For instance, earlier researchers including Eisenberger et al (1990) Tanksy& Cohen (2001) as well as Whitener (2001) have indicated that perceived organizational support is positively related to commitment. The moderating effect of perceived organizational support in reducing work-related stress, alleviating the perceived job insecurity level, the satisfaction level and hence enabling sustained level of performance expected of the employees have been discussed across literatures. Akbiyik (2016) reported that when employees felt more insecure in their job, their perceived organizational support will mediate the association between job insecurity and career commitment. In a COVID-19 study conducted by Pacheco and Colleagues, the researchers found out and reported that workplace support policies including promotion (social capital increase) as well as employee assistance programs were stronger and more consistent at moderate and high job security levels.

2.8. Literature Gap Analysis

The hotel industry is one with a very contentious environment which is subjected to various influencing factors that impact the dynamism across the organizations in it. Researchers have done well over the years to greatly study the industry and details some of the contemporary issues in the industry some of which are related to employees' position and welfare in the industry that is renowned for high employee turnover rate. These have been discussed in detail across literatures that specifically explore the industry at different point in time. In the wake of the global COVID-19 disease, the attention of researchers has been drawn to the industry as hotel industry employees— due to the nature of their job— are classified as frontline workers amid the height of the pandemic which threatened all and sundry in varying ways. In the holistic review of literatures which center around job security and related concepts in the hotel industry and explore them across three major timelines which are identified in this study: pre-COVID-19 period, COVID-19 period and post-COVID-19 period, the following knowledge gap are identified.

1. In the whole of literatures reviewed across the three identified timelines, no concrete empirical research findings which specifically details the job security and related concept in the Nigerian hotels has been established across the three timelines stated. It is observed that researchers

including Santa-Cruz et al (2013), Vujicic et al (2014), Akbiyik (2016), Sanyal et al (2018), have specifically explore the concept in hotel industry in their respective regions and with no solid research findings on the Nigerian hotels, this represents the major knowledge gap in the literature which this study thus intends to bridge.

2. Secondly, researchers have done well to extensively study job (in)security and how it relates to other employee outcomes such as job satisfaction, performance, as well overall wellbeing among others in the hotel industry. However, these have been accessed mostly during pre-COVID era. Going forward, limited amount of post-COVID studies currently exist which include the work Sawar et al (2020) and Kang et al (2021) in which job insecurity have been studied on various employee's outcome in the hotel industry. A common gap found in their respective rigorous study is that the impact of factors such as job insecurity, satisfaction level as well as COVID-19 induced stress level on job performance during the pandemic were not accounted for. This also represent another gap which this study gap intends to cover.

2.9. Chapter Conclusion

In this chapter, a holistic review of various theoretical and empirical findings established in different literatures was carried out. Nine major journals in which the concept of job insecurity have been empirically studied were reviewed, the identified knowledge gap was established, and this enables the appropriate methodology to be conceived in bridging this gap along with actualization of other key objectives of this study. The methodology approach will be discussed in detail in section three of the dissertation.

Chapter 3: METHODOLOGY

This chapter is a detailed approach to the conduction of field study enabling the collection of the needed research data that centers around the assessment of the impact of COVID-19 disease outbreak has had on the job security in the Nigerian hotels.

3.1. Research Study Setting and Location

The impact that COVID-19 has had on the global population cannot be overstated. Its specific influence on businesses such as the hotels which contributes significantly to socioeconomic development is as well an interesting phenomenon. The present study accounted for the specific impact COVID-19 pandemic has had on the job security in the Nigerian environment. It is important to maintain that hotel business is a profitable business investment in Nigeria and the industry at large contributes its fair share to the economic in term of revenue and creation of employment opportunities (Adeola and Ezenwafor, 2016). Over 700 hotels (most of which are privately owned) spread across different cities in Nigeria with the majority and most exotic being situated in the metropolitan city of Lagos which is the nation's hub of commercial activities as various business and corporate organizations are always in effective operation in this region all-round the year. Hence, this study was specifically conducted in the selected locality of SURULERE which is one of the 37 local government areas (LGAs) in Lagos state, Nigeria. SURULERE is a busy residential and commercial LGA in Lagos with various corporate organizations and businesses including hotels being in effective operations all-round the year in this region. The choice of this area as the selected study location is based on presence of wide array of hotel organizations in this area and better accessibility of the targeted respondents who are employees of some of these hotels from which data will be collected.

3.2. Research Framework

A research framework is a system which encompasses the essential aspect related to the field study and provide a detailed guide to the methodology. Hence, the framework for this research covering the adopted philosophy, the research strategy, time horizon and chosen methodology, research sample population as well as the choice of the data analytic method are discussed under the following headings.

3.2.1 Research Philosophy, Approach and Methodology

In this present study, a positivist research philosophy was adopted while deductive research approach and quantitative research methodology were followed. The choice of this research philosophy is based on its tendency to enable the impact of COVID-19 pandemic on job security in hotel settings to be approached and studied independently with significant objectivism which in no way affected the routine professional activities or disrupt the organizational settings of some of the hotels from which the samples

were sufficiently drawn. More importantly, the deductive research approach enabled accurate deduction of the impact COVID-19 has had on job security among other related factors in the hotel settings. Therefore, in order to achieve objective understanding and accurate deduction of the impact of COVID-19 on job security among host of other key variables being interested in in this study, a quantitative methodology would be employed for a cross sectional survey which will enable strong and reliable collection of empirical mass of data from the research population. The research population in the context of this study corresponds to frontline employees in the selected Nigerian hotels and the collection of data from this population facilitated testing of the various hypothesis formulated in enabling a robust understanding of all the factors/variables being studied within the scope of this research.

3.2.2. Justification for the Chosen Methodology

A quantitative research methodology enables a researcher to approach the study with a positivist mindset. This makes it convenient for a researcher to study the phenomenon interested in without necessarily incorporating human element into the study. The strength of the method lies in its tendency to enable the variables to be measured in numbers and subjected to mathematical and statistical functions in drawing inferences and results that are highly generalizable. Thus, for a study of this kind, a quantitative research methodology is chosen due to advantage it offers in making empirically measurement and reporting of research findings that are backed with statistical evidence. Moreover, researchers in the past have also leveraged on the use of this methodology in respective related studies. For instance, researchers including Akbiyik (2016), vujicik et al (2014), Santa-Cruz et al (2013) have all employed quantitative research method in their respective pre-COVID-19 Job Security-affiliated studies while a handful of researchers including Kang et al (2021), Pacheco et al (2020), Sawar et al (2020) have as well employed this same methodology in their Job Security-centric studies that were conducted after the COVID-19 pandemic.

3.2.3 Sample Population and Sampling Frame

The research population in this study is made up of employees who have been working in selected hotels in the Nigeria during the COVID-19 pandemic outbreak. These group of individuals justifiably represents the research sample population of this study as they are among the group of employees in the global workforce who are well affected by the COVID-19 pandemic.

3.2.4 Sampling Method, Technique

In this study, probability random sampling technique is chosen in enabling sufficient sample size to be drawn from the research population. The justification for the selection of the probability random

sampling technique is based on the research paradigm being followed. Hence, in the case of this study modelled on a positivist research philosophy and quantitative research methodology archetype in enabling empirical measurement to be made in the targeted population, it is best to approach the data collection process with use of the sampling technique and data collection tool which enables sufficient data needed for statistical inferences to be drawn without bias from the representative sample population (which in this case are the employees in selected hotels). Also, it is important to indicate that the sampling frame for this study only covers employees who were professionally engaged during and after the COVID-19 pandemic in the selected hotel organizations. From this population, a sample size of 120 respondents is targeted to be drawn across hotels in *Surulere* LGA, Lagos so as to collect the research data needed for this study.

3.2.5 Data Collection Tool— Development of Survey Instrument

In order to collect data from the research population in this study, a close-ended survey questionnaire was developed around the focus of this study. In this regard, a well-refined 20-item Likert scale survey questionnaire was developed from insights drawn from previous related studies that centers around study of job insecurity before COVID-19, during COVID-19 and after COVID-19 period. The survey questions were developed in relative to the aim and objective of this research study. Hence a survey instrument was developed around the following 5 key variables.

1. COVID-19 induced stress factors.
2. Perceived Job Insecurity in COVID-19
3. Job satisfaction
4. Perceived Organizational Support
5. Job Performance level

The variable “COVID-19 stress factors” is intended to measure the level of wellbeing based on the induced workplace stress experienced by Nigerian employees in the hotel settings during the COVID-19 pandemic. Hotel industry employees represents frontline workers and were highly at significant risk of compromised wellbeing during the pandemic due to the nature of their job functions that requires them to have active interactions with customers and guests. The infectious nature of the COVID-19 is believed to come with great stress at work for these group of employees as they possibly forced to adjust to the new norm without compromising the quality of the services that they rendered to guest. In order to accurately measure potential “COVID-19 induced stress level” believed in this study, a measurement scale—which have recently employed in the post-COVID-19 work of Kang et al (2021) conducted on hospitality and tourism workers — was adopted and tailored to this study. These researchers measured the COVID-19 induced stress level in their study with 10 items that were also adopted from another study and in the specific

case of this present study, four questions which have contributed much to the factor loading were chosen and re-adapted for this current study.

As this study intended to access the impact of COVID-19 on job security on the organizations, another key variable called “Perceived Job Insecurity” was measured to achieve this. In the various works in which the concept of job security has been studied, researchers have rather indirectly study this by measuring “perceived job insecurity” due to its subjective nature. Thus, in accordance with the objective of this study, a four item questions were developed based on the insights drawn from the work Sarwar, Masqood and Mujtaba (2020) who have all used four (4) related questions to assess job insecurity in their various studies. These researchers have specifically and recently measured the same variable (i.e., perceived job insecurity) in assessing the impact of job security on food delivery personnel amid the COVID-19 pandemic.

Another variable intended to be measured with the developed survey instrument is “Job satisfaction”. The survey question items for this variable were developed from the insights drawn from the respective studies of Christen, Iyer and Soberman (2006) and Kang et al (2021) who all have studied job satisfaction. Kang and colleagues recently measured this variable in their COVID-19-affiliated research study conducted in the tourism and hospitality industry. This makes the measurement scale that these researchers used and re-adapted to this present study to be potentially reliable. In this regard, four item questions with the highest loading were also selected and re-structured for use to assess the job satisfaction level seen in the employees working in the Nigerian hotel settings amid the COVID-19 pandemic.

Effective workplace management policies and practices play an important role in mediating crisis which could lead to workforce resistance. With a believe that COVID-19 represents a crisis in the workplace and potentially affected employees in different ways, this research also intends to measure the level of trust, open and honest communication and compensation received by these employees during the pandemic. To achieve these another variable called “perceived organizational support” is intended to be measured with questions that were adopted from the related works of Kang et al (2021) and Akbiyik (2016).

The fifth variable intended to be measured corresponds to “Job performance level”. This is intended to achieve quantification of the work-related performance metrics seen in the hotel employees during the pandemic. The measurement questions for this were developed from the employee job performance measurement scale developed by Tabouli, Habtoor and Nashief (2015). Summarily, the developed questionnaire for this study is composed of 20 item questions based on Likert scale (1= Strongly Disagree to 5=Strongly Agree). The questions were spread across 5 key variables including “Job Satisfaction”;

“COVID-19 induced stress factors” “Job Insecurity”; “Organizational Support” and “Job performance” all of which are in line with the aim and objectives of this present research study.

3.2.6. Data Analysis Technique and Tools

Quantitative data were collected and exclusively used in this research study. Hence, both descriptive and inferential analysis were carried out using the IBM SPSS v.25 statistical software package.

1. Descriptive analysis

In this context, descriptive analysis techniques including mean, percentage count, standard deviation will be used to characterize and quantitatively describe the data set. In this regard, percentage count was used to explain the level COVID-19 induced stress level experienced by employees in the hotel organizations during the pandemic. Such was also be used to quantify the level job insecurity seen in employees during the COVID-19 crisis. Furthermore, Pearson correlation technique was employed in accounting for the strength of the association between the continuous variables (dependent and independent) which are going to be studied in this study.

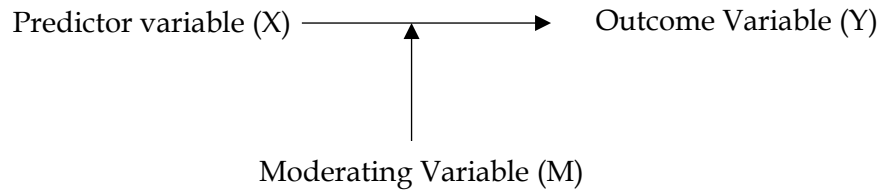
2. Inferential analysis

Inferential was carried out on the data set collected to draw conclusion from the sample and use it to generalize the population. In this case, set of hypotheses are formulated and would be tested with a model to account for the results significance. Hence, hierarchical multiple regression model was chosen as the choice of the inferential analysis method. Hierarchical regression is a popular inferential statistical method which is usually employed when the impact of multiple predictor variables is being accessed on a single outcome variable. The model takes the general form.

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \dots + \beta_K X_{ki} \quad (1)$$

The parameter y corresponds to the outcome variable while $X_1, X_2, X_3, \dots, X_K$ represents set of predictor variables which are being regressed. The parameter β which can take wide range of values is called regression weight and is usually computed in a way that minimize the sum of squared deviations. In the use of this regression analysis, wide range of predictor variables are usually added to the regression model in separate steps called “blocks.” The logic behind this is to statistically “control” for certain variables and to investigate whether adding variables significantly improves a model’s ability to predict the outcome variable on one hand and as well as investigate a moderating effect of a variable (hence called moderator) as more variables are included in the single step analysis which can encompass more than two model’s analysis depending on the number of variables entered. A moderator corresponds to a “third variable” that specifies conditions under which a given predictor variable is related to the outcome variable.

The impact of moderator could be (1) enhancing the predictor impact on the outcome variable; (2) buffering the impact of the predictor variable on the outcome variable; and (3) reversing the impact of the predictor variable on the outcome variable. For instance, relationship between predictor variable (X), moderating variable (M) and outcome variable (Y) can be represented as follow.



The predictor variable (X) when combined with the moderating variable (M) gives the *interaction term* and the regression model represented in the equation (1) above becomes.

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_K X_{ki} + \beta_0 + \beta_1 X_{1i}M + \beta_2 X_{2i}M + \beta_3 X_{3i}M + \dots + \beta_K X_{ki}M \quad (2)$$

In the above equation, the parameter $\beta_1 X_{1i}M$ is called the interaction term and when moderation occurs, hierarchical multiple regression enables such *interaction* to be investigated and account for their significance in impact on the outcome variable. In context of this study, the major predictor variables include COVID-19 induced stress factors, Perceived Job Insecurity in COVID-19, Job satisfaction. The moderating variable on the other hand corresponds to Perceived Organizational Support (which encompasses management communication level during COVID-19, employee compensation during COVID-19 and the level of relationship maintained with employee during COVID-19; see research instrument). The outcome variables correspond to Job Performance level of Employee during COVID-19 pandemic as well as well as employee loyalty which will be subjected to separate hierarchical multiple regression analysis.

3.2.7. Research Hypothesis

Using IBM SPSS v.25 statistical software application, the following set of hypotheses were formulated and tested for acceptance or rejection within the scope of this research.

$H_1 =$ COVID-19 induced stress (CID) have significant on employee job performance

$H_2 =$ Perceived Job Insecurity have significant impact on employee Job performance

$H_3 =$ Job satisfaction level have significant impact on employee job performance

H₄= Perceived organizational support will moderate between CID and job performance

H₅= Perceived Organizational Support will moderate between job insecurity and job performance

H₆= Perceived organizational support will moderate between job satisfaction level and job performance

H₇= Perceived Job Insecurity have significant impact on employees' loyalty to an organization

H₈= Organization communication moderate between perceived job insecurity and employees' loyalty

H₉= Organizational compensation moderate between job insecurity and employees' loyalty

H₁₀= Organizational good relationship moderate between job security and employees' loyalty

3.3. Ethical Consideration

As it is generally important for ethical consideration to be given to be conduction of any research study, various ethical mindsets have been cultivated and intended to be used in the throughout the course of this study. The specific ethical mindsets being adopted for this present study are discussed as follows.

3.3.1. Participant Consent and Confidentiality

This study's intent was communicated overtly to all participants who were involved in this study. All data and information provided by the respondents were only used based on respondent's consent and permission, and as well not used to victimize them in the research report content. No financial compensation was put in place for all respondents who were administered the questionnaire being used in collecting the research data needed in this study.

3.3.3. Data Manipulation

Research rigor was entertained across all stages of this study. Data were collected, verified, validated and analyzed within the study duration. Missing data or wrongly filled questionnaire were classified as invalid and hence not used in the analysis. In no way was data and result manipulation were entertained throughout the course of this research process.

3.3.2. Plagiarism

As plagiarism represents an academic offence as well as questions the originality and credibility of a work, plagiarism or transposition of other people's work or any similar studies was not entertained

throughout the course of this research. In all cases in which inferences have been drawn from other established thoughts and opinions in the literature, appropriate citation and referencing were carried out and the due credit was given to the opinion's contributor wherever and whenever applicable.

3.4 Reliability and Validity Measures

The overall quality of this research work was based on the application of reliability and measures in the research process. In this context, both reliability and validity measures are being employed study so as to account for the true and consistent ability of research method to measure the variables intended in consistently.

3.4.1. Reliability

In order to achieve the true and consistent measurement of the research variables being interested in this study, the survey instrument was designed to cover all variables that are within the scope of this research. Using test-re-test method, Cronbach's Alpha test statistics was used to access the internal consistency of the survey instrument being used.

3.4.2. Validity

The overall validity of the research is based on the study's credibility and research rigor. In this case, the reliability of the instrument used in measuring the variables as well as the research report content quality and completeness all contributed to the overall validity of the research.

3.5. Limitations of the Study

This present study draws its strength from the use of large amount of quantitative data from which sufficient inferences can be drawn and represented as data driven facts. Like any other research, this study is not without its own limitations. For instance, one of the notable limitations of this study is reflected in the areas covered with in the scope of the research. In this regard, the research only covers employees working in few of the hotels that are exclusively stationed in the *Surulere* LGA, Lagos state, Nigeria. The implication of this is that the research findings made might not be to a greater extent generalizable to the situations of Job security in Nigerian Hotel Industry at large during the height of the COVID-19 pandemic.

3.6. Chapter Conclusion

This chapter have done well to discuss overall research concept in term of the research study setting, the guiding framework employed (which covers the research philosophy, strategy, sampling plan, approach to collection and data analysis) as well as establishing the ethical aspect of the research being conducted.

The overall research rigor in this stage will thus prove to be integral in establishing the finding made. This will be discussed in detail in succeeding section four of this dissertation.

Chapter 4: RESULT ANALYSIS

This section is a detailed presentation of the research findings made based on the analysis of the collected data which is subjected to both descriptive and inferential statistical method of analysis.

4.1. Reliability Test

The internal consistency of the research instrument developed and used in the methodology stage was measured with Cronbach's alpha. Cronbach's alpha test is one of the dominant reliability test statistic usually used to access the reliability of research instrument to reliably measure the variables interested in a research study. In this regard, Cronbach's alpha test statistic ($\alpha=0.873$) revealed that the 20-item research instrument used reliably measure the variables interested in within the scope of this study.

4.2. Survey Summary

In the conducted cross-sectional field survey of employees who were sampled across different hotels in Nigeria, 120 questionnaires were administered to employees who are classified as frontline in the industry during the COVID-19 pandemic and are still in employment after the pandemic. Employee who does not fall in this category were excluded from the study. This means that those functions at the administrative level as well as those that are recently employed after the pandemic were excluded from the study. Of the 120 questionnaires administered to respondents, 105 were filled and successfully collected in a weeklong of field study and 87 questionnaires were classified as being valid based on the correct pastern of filling by respondents, giving an overall valid response rate of 72.5 percent. Male respondents accounted for 57.5 percent of the valid response rate while respondents who are employed on full time basis accounted for 80.5 percent. In term of age distribution, respondents aged between 20 to 24, 25 to 29 and 30 and above accounted for 13.8 percent, 43.7 percent, and 42.5 percent in that order. Most of the respondents engaged in the survey are skilled workers as 70.1 percent possessed a degree certificate or higher. All these are summarized in the table 2 below.

Table 2: Respondents' Demographics and Job Profile

Respondent Characteristics	Distribution (Sample Size= 87)			
		N	Percent (%)	Mean
Gender	Male	50	57.5	.574
	Female	37	42.5	
Age	20 —24	12	13.8	2.16
	25—29	38	43.7	
	30 and Above	37	42.5	
Employment Type	Part time	17	19.5	1.80
	Full time	70	80.5	
Years in the Hotel	1—2 yrs.	15	17.2	2.28
	3—5 yrs.	43	49.4	

	6 yrs. and Above	29	33.3	
Education Level	Secondary	26	29.9	2.7
	Graduate	61	70.1	

4.2. Descriptive Analysis

Using IBM SPSS v25, both descriptive and inferential statistics were carried out on the data collected. In the table 3 below is a descriptive summary of six major variables including Loyalty to Organization, COVID-19 Induced Stress Level, Perceived Job Insecurity, Job satisfaction level, Perceived Organizational Support and Job performance.

Table 3: Descriptive Summary of Variables

Sample Size (N=87)		Mean
Variables		
Loyalty to Organization ^a		.6552
COVID-19 Induced stress level ^b		4.4138
Perceived Job Insecurity ^b		3.8506
Job Satisfaction Level ^b		4.5632
Organization Support ^b		3.8391
Job Performance ^c		4.5230

*a: Dichotomous Dependent variable

*b: Continuous Independent variable

*c: Continuous Dependent Variable

Pearson correlation was computed for five variables to measure the statistical relationship or any association between the continuous dependent variable and independent variables. As summarized in table 4, the test statistic revealed that a strong correlation between the continuous dependent and independent variables.

Table 4: Pearson Correlation

Variables	Correlations				
	Job Satisfaction Level	COVID-19 Induced Stress Level	Perceived Job Insecurity	Organizational support	Job Performance Level
Job Satisfaction Level	1	.174	.054	.576**	.116
CID Stress Level	.174	1	.422**	.269*	.429**
Perceived Job Insecurity	.054	.422**	1	.489**	.601**
Organizational support	.576**	.269*	.489**	1	.447**
Job Performance Level	.116	.429**	.601**	.447**	1

** . Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed)

4.4. Impact of COVID-19 pandemic on Employee Wellbeing

Employee wellbeing corresponds to a state of less physical and psychological distress in their line of work. The wellbeing of employee is highly influenced by various factors of which stress level at

workplace, job dissatisfaction as well as perceived threat to current job position are among the identified factors established in literatures (Sawar et al., 2020; Pacheco et al., 2020; Kang et al., 2021). In the light of COVID-19 pandemic, COVID-19 induced stress (CID) along with perceived job insecurity during the pandemic have been specifically listed as a stressor which affect the wellbeing of employees in the hospitality and tourism industry (Kang et al., 2021). Hence, within the scope of the study and in line with one of the objectives of the research, an assessment of COVID-19 induced stress level as well as the level of perceived job insecurity among hotel organizations employees in Nigeria were assessed and quantified. A summary of these is given in table 5 below.

Table 5: COVID-19 Induced Stress level and Perceived Level of Job Insecurity in Hotel Organization Employees

Variable	Sample size (87)							Total	Valid Percent
	Item Question	Measurement Scale							
		SA	A	N	D	SD			
COVID-19 Induced Stress	Q5	40	37	10			87	100	
	Q6	42	42	3			87	100	
	Q7	36	25	18	5	3	87	100	
	Q8	53	31	3			87	100	
Perceived Job Insecurity	Q9	32	31	15	9		87	100	
	Q10	24	33	7	22	1	87	100	
	Q11	29	37		21		87	100	
	Q12	29	29	8	13	8	87	100	

**SA=Strongly Agree; A=Agree; N= Neither Agree nor Disagree; D= Disagree; SD= Strongly Disagree*

**See Appendix for Instrument questions used in accessing COVID-19 stress level and perceived job insecurity level.*

Base on the response pattern of respondents to the questions accessing the level of induced stress level experienced at workplace as well as perceived job insecurity level during the COVID-19 pandemic, it is found that employees in the hotel organizations experienced significant COVID-19 induced stress level (having element of physical and psychological distress) during the pandemic as respondents strongly attested to experiencing great level of stress (Q5); found it hard to control irritations in the hotels (Q6); personally felt like things would never return to the normalcy (Q7); and struggled to adjust to new workplace policies (Q7) in light of the safety measures among other changes in their working environment (see appendix 1 for the survey questions). This makes it convenient to assert that COVID-19 induced stress level impacted the wellbeing of hotel employees in Nigeria during the COVID-19 pandemic. This finding is in line with the findings made in a post COVID-19 pandemic study earlier conducted by Kang and colleagues (2021) who rather used hospitality and tourism industry as their study setting.

Job security has been said to positively contribute to overall employee wellbeing and in a time of economic downturn due to the pandemic that caused multitude of employees to lose their job leading to reported massive reduction in global workforce by 40 percent (PWC, 2020). Considering the high employee turnover rate, which is a characteristic feature of the hotel industry, an assessment of the level of perceived level of job insecurity in employees working in Nigerian hotels during the pandemic was also conducted. It is found that employees who were active during the pandemic experienced heightened level of job insecurity as response pattern showed that majority of employees were uncertain about their job position (Q9); Not sure of keeping their job (Q10); felt like they might lose their job in the future due to COVID-19 (Q11) and fear the consequences of being out of job (Q12) (See table 5). Hence, it is conveniently asserted that COVID-19 pandemic impacted and contributed to reduced level of job security in the Nigerian hotels which is renowned for high employee turnover rate even at a time when there is less socioeconomic crisis such as that which is pronounced during the COVID-19 global pandemic. A plausible conclusion made from this finding is that job security level in the Nigerian hotels during the pandemic is relatively low.

4.4. Regression Analysis

In line with other objectives of the study, the impact of perceived job insecurity, COVID-19 induced stress level and job satisfaction level on employees' job performance during the COVID-19 pandemic were also assessed. In this regard, series of hypothesis were formulated and tested for acceptance or rejection. Hence, an inferential analysis was carried out using hierarchical multiple regression analysis. Seven continuous predictors (Four major predictors and three interaction terms) were regressed against the outcome variable (Job performance) in a 3-step model analysis. Model fit analysis result revealed that the data set collected in the methodology fit the three step regression model chosen as the predictors produced $R^2 = .401$, $F(3, 83) = 18.55$, $P < 0.01$; $R^2 = .429$, $F(1, 82) = .429$, $P < 0.05$, and $R^2 = .560$, $F(3, 79) = 7.836$, $P < 0.01$ for model 1, 2 and 3 respectively (see table 6) when all variables were entered. Hence, the analysis is said to be statistically significant ($p < 0.05$) with the third step analysis being the strongest as it classified 56 percent of the variance (See table 6 model 3).

Table 6: Regression Analysis Model fit summary

Model Summary					Change Statistics				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	R ² Change	F Change	df1	df2	Sig. F Change
1	.634 ^a	.401	.380	.38872	.401	18.558	3	83	.000
2	.655 ^b	.429	.401	.38214	.027	3.881	1	82	.052

3	.748 ^c	.560	.521	.34179	.131	7.836	3	79	.000
a.	Predictors: (Constant), Job Satisfaction, Job Insecurity, COVID-19 Induced Stress level								
b.	Predictors: (Constant), Job Satisfaction, Job Insecurity, COVID-19 Induced Stress level, Organizational support								
c.	Predictors: (Constant), Job Satisfaction, Job Insecurity, COVID-19 Induced Stress level, Organizational support, Job Insecurity × Org. Support, CID × Org. Support, Job satisfaction × Org. Support								

4.4.1. Hypothesis Result

In assessing the impact of COVID-19 induced stress level (CID), perceived job security level, job satisfaction as well as moderating effect of organizational support on employee job performance during the pandemic, the following hypothesis were tested for acceptance or rejection.

H₁ = COVID-19 induced stress (CID) have significant on employee job performance

H₂ = Perceived Job Insecurity have significant impact on employee Job performance

H₃ = Job satisfaction level have significant impact on employee job performance

H₄ = Perceived organizational support will moderate between CID and job performance

H₅ = Perceived Organizational Support will moderate between job insecurity and job performance

H₆ = Perceived organizational support will moderate between job satisfaction level and job performance

In the first of the three-step regression analysis carried out, the model classified 42.9 percent of variance of job performance and three predictors were accessed for significant impact based on their computed unstandardized beta (β) value. COVID-19 induced stress level (CID) ($\beta=.171$, $t=2.138$, $p<0.05$) and perceived job insecurity ($\beta=.243$, $t=5.474$, $p<0.05$) were observed to be significantly related with job performance while job satisfaction ($\beta=.055$, $t=.617$, $p>0.05$) was observed to have no significant impact on the outcome variable (See table 7 model 1)

Table 7: Regression Analysis Parameter Estimate

		Coefficient a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.583	.473		5.465	.000		
	CID	.171	.080	.203	2.138	.035	.799	1.251
	Job Insecurity	.243	.044	.513	5.474	.000	.822	1.217
	Job Satisfaction	.055	.089	.053	.617	.539	.969	1.032
2	(Constant)	3.034	.518		5.858	.000		
	CID	.176	.079	.209	2.240	.028	.798	1.253
	Job Insecurity	.189	.052	.398	3.659	.000	.588	1.701
	Job Satisfaction	-.084	.112	-.082	-.750	.455	.586	1.706

	Org. support	.096	.049	.243	1.970	.052	.457	2.188
3	(Constant)	-6.122	2.040		-3.001	.004		
	CID	.729	.267	.866	2.734	.008	.056	18.013
	Job Insecurity	.788	.232	1.660	3.391	.001	.023	42.987
	Job Satisfaction	1.034	.374	1.008	2.762	.007	.042	23.865
	Organizational support	2.309	.482	5.867	4.790	.000	.004	269.146
	CID × Org. Support	-.140	.071	-1.867	-1.971	.052	.006	160.868
	Job Insec. × Org. Support	-.126	.054	-1.918	-2.356	.021	.008	118.954
	Job. Sat × Org. Support	-.271	.098	-3.672	-2.759	.007	.003	317.863

In the second step of the regression analysis, a moderating variable, perceived organizational support, was included in the model. There is an observed improvement in the regression analysis as the model classified 42.9 percent of the variance (See model fit summary in Table 6). Two of the three predictors, CID ($\beta=.176$, $t=2.240$, $p<0.05$) and perceived job insecurity ($\beta=.189$, $t=3.659$, $p<0.05$) were found to be significantly related to the outcome variable (Job performance). While the regression model showed an improvement and the significant impact of the other variables improved after the introduction of the moderating variable, the last predictor, job satisfaction level ($\beta= -.084$, $t= -.750$, $p>0.05$), is observed to be have no significant impact on the outcome variable (see table 7, model 2). The significance of the moderating variable included suggested an interaction.

In the final step of the analysis, the model ($R^2 = .560$, $F(3, 79) = 7.836$, $P<0.01$) showed significant improvement and classified 56 percent of variance. The third step model appears to be the strongest analysis result when compared with the other two models (see table 6). In this stage, the interaction terms were also entered into the model. The interaction terms were obtained from the respective product of each of the predictors with the moderating variable (See table 7 model 3). The result analysis revealed that COVID-19 induced stress (CID) ($\beta= .729$, $t= 2.734$, $p<0.05$) and perceived job insecurity level ($\beta= .788$, $t= 3.391$, $p<0.05$) have significant impact on job performance. This finding supported the stated hypotheses H₁ and H₂ and hence were accepted making it to conveniently assert that COVID-19 induced stress level experienced by Nigerian employees as well as subjective feeling of job insecurity have an impact on their job performance in the hotels during the pandemic. The finding agrees with the those established in other literatures including the work of Sanyal and Hisam (2018), Holmes et al (2020) as well as Kang et al (2021) who all have studied and reported that job insecurity as well as COVID-19 induced stress have an impact on employee's wellbeing, attitude towards work and outcome attributes such as job performance. Also, the entrance of the moderating variable and the interaction terms, into the regression analysis, third predictor variable (job satisfaction level) was found to be statistically significant ($\beta=1.034$, $t= 2.762$, $p<0.05$) related and hence have an impact on job performance. In this regard, the hypothesis H₃ was also accepted. This finding also correlates with that established by Inuwa (2016)

4.4.2. Moderation and Interaction Effect

It is important to maintain that the moderating variable, organizational support, produced a significant moderating effect by classifying more variances ($R^2 = .560$) in the model. It is found that level of organizational support received by employees does not moderate between COVID-19 induced stress level and job performance as the result was not statistically significant ($\beta = -.140$, $t = -1.971$, $p > 0.05$) (see table 7 model 3: CID \times Org. Support). Hence the hypothesis H_4 was rejected. In order to solidify this claim, an interaction is graphically investigated with an interaction plot generated using the unstandardized beta coefficient, predictor variable and the level of organizational support as category marker. In an interaction plot, the more the lines are unparallelled (i.e., cross one another), the more the interaction effect and hence the desired significant effect (see fig 2 to 4)

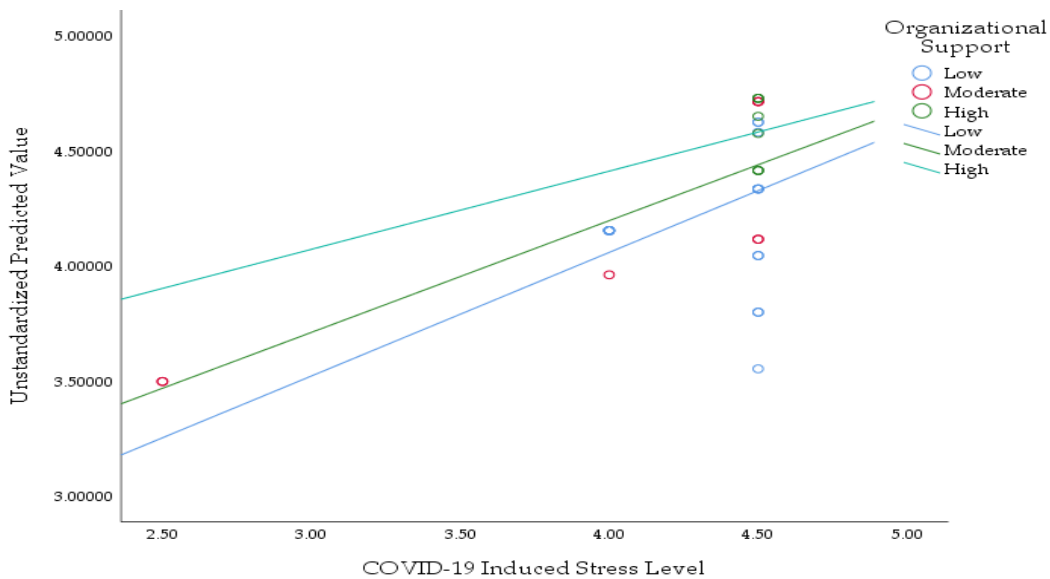


Figure 2: Interaction effect of CID and Organization Support on Job Performance

A significant interaction is observed between perceived job insecurity and organizational support received. The interaction occurs at moderate level of organizational support received by employees during the pandemic (See fig. 3). As the interaction is statistically significant ($\beta = -.126$, $t = -2.356$, $p < 0.05$) (see table 7 model 3: Job Insec. \times Org. Support), hypothesis H_5 is accepted, and a convenient assertion is made that organizational support moderate between perceived job insecurity and job performance of employees working in Nigerian hotels during the COVID-19 pandemic.

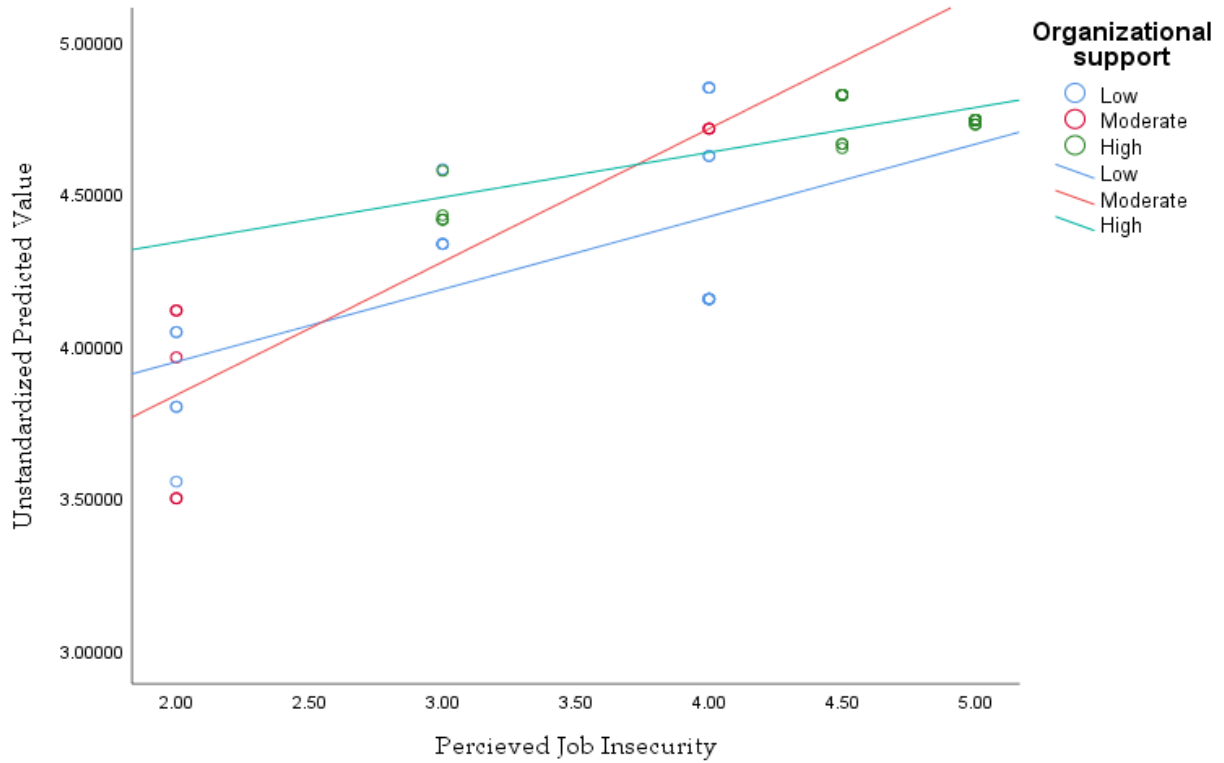


Figure 3: Interaction Effect of Job Insecurity and Organizational support on Job performance

Also, it is found that a statistically significant interaction exists between job satisfaction level and organization support ($\beta = -.271$, $t = -2.759$, $p < 0.05$) (See Table 7, Model 3: Job sat. \times Org. Support) and the hypothesis H_6 was accepted meaning that organizational support received moderate between job satisfaction level and job performance of employees working in hotels during the pandemic. The plot below shows that the significant interaction level occurs at moderate level of organizational support received by employees (See fig 4)

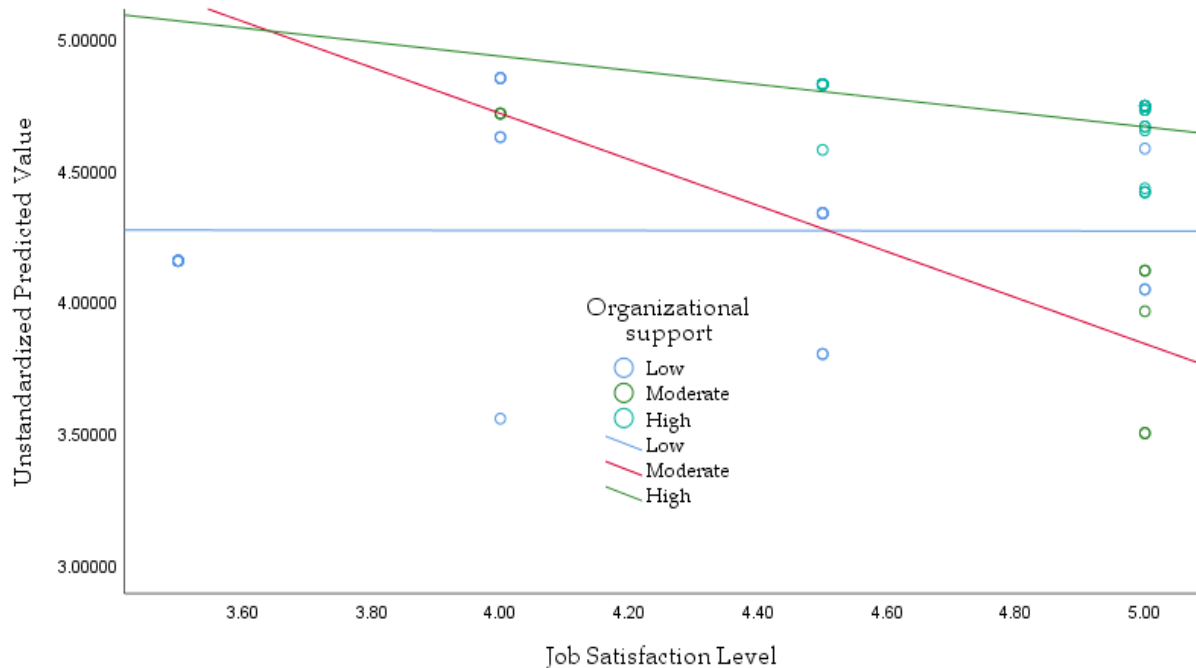


Figure 4: Interaction Effect of Job satisfaction and Organizational Support on Job Performance

The mediating role support at workplace between perceived job insecurity and career commitment in hospitality industry has been confirmed to be significant by Akbiyik (2016) and this study confirmed its significance ($p < 0.05$) on job performance level during COVID-19.

4.3. Job Insecurity and Organizational Loyalty

Job security has been said to associate strongly with career commitment and loyalty to an organization. As this research found out that there was a heightened level of perceived level of job insecurity among employees in hotel organizations during the pandemic, an assessment of how job insecurity affects their loyalty to their organizations was also studied. Hence, another three-step hierarchical regression model analysis was carried out to account for the impact of perceived job insecurity on loyalty to an organization. The moderating effect of organizational support practices (including compensation, honest communication and organizational relationship) between job insecurity and employee loyalty was also analyzed. As indicated in the model summary, the regression analysis conducted was statistically significant ($R^2 = .406$, $F(3, 79) = 10.071$, $P < 0.01$) (See Table 8 model 3)

Table 8: Model Fit Summary 2:

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ² Change	F Change	df1	df2	Sig. F Change
1	.011 ^a	.000	-.012	.48084	.000	.011	1	85	.917
2	.423 ^b	.179	.139	.44361	.179	5.956	3	82	.001
3	.637 ^c	.406	.354	.38439	.227	10.071	3	79	.000

- a. Predictors: (Constant), Job Insecurity
b. Predictors: (Constant), Job Insecurity, relationship, communication, compensation
c. Predictors: (Constant), Job Insecurity, relationship, Organizational communication, Organization compensation, Job Insec. × compensation, Job Insec. × Relationship, Job Insec. × communication

Four additional hypotheses were tested for acceptance and rejection. These are:

H₇ = Perceived Job Insecurity have significant impact on employee loyalty to an organization

H₈ = Organization communication moderate between perceived job insecurity and loyalty

H₉ = Organizational compensation moderate between job insecurity and loyalty

H₁₀ = Management good relationship moderate between job security and employee loyalty

The three-step regression analysis showed an overall improvement from model 1 to model 3 as the moderator variables, and interaction terms were respectively entered in the second model and third model accordingly. The computed unstandardized beta coefficient (β), t-test parameters and p-values across the three models are summarized in table 9 below. As the model 3 showed significant improvement and classified 40.6 percent of the variances in the outcome variable, the set of the hypotheses (H_7 , H_8 , H_9 , and H_{10}) formulated were accepted/rejected based on the computed significance values under this model.

Table 9: Second Regression Analysis Parameters

Model		Coefficient a					Collinearity Statistics		
		Unstandardized		Standardized Coefficients		T	Sig.	Tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	.675	.199			3.397	.001		
	Job Insecurity	-.005	.050	-.011		-.104	.917	1.000	1.000
2	(Constant)	.530	.204			2.592	.011		
	Job Insecurity ^b	-.022	.052	-.048		-.426	.671	.782	1.279

	Communication ^b	-.170	.094	-.422	-1.820	.072	.186	5.377
	Compensation ^b	.445	.116	1.174	3.826	.000	.106	9.397
	Relationship ^b	-.232	.065	-.703	-3.583	.001	.260	3.843
3	(Constant)	-3.268	.765		-4.269	.000		
	Job Insecurity ^b	1.108	.226	2.410	4.894	.000	.031	32.270
	Communication ^b	-.373	.501	-.927	-.745	.458	.005	205.740
	Compensation ^b	-.559	.441	-1.476	-1.269	.208	.006	180.048
	Relationship ^b	2.143	.509	6.503	4.212	.000	.003	317.058
	Job Ins. × communication ^b	.013	.127	.197	.104	.917	.002	475.537
	Job Ins × compensation ^b	.206	.112	3.101	1.829	.071	.003	382.214
	Job Ins. × Relationship ^b	-.539	.115	-8.816	-4.694	.000	.002	469.339

* a: Dependent variable

*b: Predictors (Constant)

From the table 8 (model 3), perceived job insecurity ($\beta=1.108$, $t= 4.894$, $p<0.05$) was found to be strongly and significantly have impact on hotel employees' loyalty to their organizations during the COVID-19 pandemic. Hence, the hypothesis H_7 was accepted. Level of good relationship received by employees from the management is observed to be statistically significant ($\beta= 2.143$, $t= 4.212$, $p<0.05$) and related to loyalty while communication level received ($\beta= -.373$, $t= -.745$, $p>0.05$) and compensation ($\beta= -.559$, $t= -1.268$, $p>0.05$). The interaction terms were obtained in similar fashion as a product of the predictor variable with each of the moderating variable. Model 3 analysis result revealed that no significant interaction exists between perceived job insecurity and communication ($\beta= .013$, $t=.104$, $p>0.05$). This means that organization communication does not moderate between perceived job insecurity and loyalty and as such the hypothesis H_8 was rejected. Also, no significant interaction exists between job insecurity and compensation ($\beta= -.206$, $t=1.829$, $p>0.05$), enabling the rejection of hypothesis H_9 . A significant interaction was observed between perceived job insecurity and management relationship and the interaction term have significant impact ($\beta= -.539$, $t= -4.694$, $p<0.01$) on employees' loyalty during the pandemic. This makes it convenient to assert that the level of management relationship received by employees moderate between job insecurity and loyalty during the pandemic. Hence, the hypothesis H_{10} was accepted.

Chapter 5: RESEARCH FINDINGS DISCUSSION

This section is a summative summary and discussion of the overall rigorous research carried out. In this section, the research stated objectives were accessed for actualization and the theoretical and practical implications of the study are overtly established and discussed. Also covered in this section is the suggestion made for future studies which could be conducted in improving the robustness of literatures detailing job (in)security in the hotel industry.

5.1. Research Implications Discussion

In the present research which studies the impact of COVID-19 on job insecurity in hotels, various findings were made within the scope of the research which uses the Nigerian hotels as the study settings. The findings made in this study are of both theoretical and practical implications which are discussed in detail under the respective following headings.

5.1.1. Theoretical Implications

The concept of job security has been well studied by various researchers using different study settings in contributing to the robustness of literatures. This study having studied the same concept made several key findings which have strong correlation with some of the established facts in some other plethora of literatures. For instance, this research confirmed that threat to job security and hence job insecurity is highly influenced by unanticipated factors having potential to cause a paradigm shift that threatens the sustainability of employers of labor. In this context, researchers including Qin and Jiang (2011) have earlier theoretically discussed that factors such as unexpected economic contraction as well as public health problems are among the leading factors which can contribute to job insecurity. This study confirmed it to be so as the unexpected COVID-19 disease which affected businesses, and everyone is observed to have contributed to heightened level of job insecurity among personnel working in hotel industry during the pandemic. Even more so, the response pattern of hotel employees who were quizzed on how insecure they were about their job position during COVID-19 pandemic revealed a great level of insecurity among employees as most of the respondents quizzed scored high on the job insecurity assessment scale used in this research. This enable a robust and convenient conclusion to be made that the hotel employees who were active during the pandemic were highly uncertain about the fate of their job and a major contributor to this is the COVID-19 disease outbreak whose accompanying effect has caused multitude of workers around the globe to lose their job. Therefore, the first theoretical implication of this study is reflected in its contribution to robustness of literatures—detailing the impact of COVID-19 on the workforce— by classifying COVID-19 pandemic as a major factor which caused heightened level of job insecurity in hotels.

Secondly, this research also contributed to the concept of employee wellbeing outcomes and how stress factors in the workplace impact it. In this context, researchers including Barling and Kalloway (1996) had earlier described job insecurity to be a chronic stress factor while Santarone et al (2021) as well as Kang et al (2021) identified COVID-19 as a chronic workplace stressor in the hospitality and tourism sector. Hence, this present study in its own strength leveraged on these established thoughts and specifically classified COVID-19 as a workplace stressor in the Nigerian hotel workplace environment. This is based on most respondents surveyed who were assessed for induced stress level with COVID-19 induced stress assessment scale earlier used by Kang and Colleagues (2021). In this regard, hotel employees surveyed subjectively attested to having trouble (related to physical, emotional, and psychological distress) at work due to the new workplace policies and demand imposed by COVID-19 pandemic. Hence, this study agreed with findings established by these groups of researchers in their own respective studies. When it comes to the impact of COVID-19 induced stress level on different employee outcomes, researchers had earlier confirmed it to impact employee satisfaction level and self-esteem (Kang et al, 2021). Within the scope of this research having which already classified COVID-19 as a stress factor which can influence attitude toward work, absenteeism among others, it is specifically confirmed that COVID-19 has a direct influence on the performance level of employees working in hotels organization in Nigeria. In this regard, this research found COVID-19 induced stress level to have a significant impact ($p < 0.05$) on frontline employee performance working in hotels during the pandemic. In a time of distress in the workplace, measures such as organizational support are essential in facilitating employee outcomes, and given the novelty of COVID-19 pandemic, this study investigated the moderating effect of organizational support between induced stress level and job performance. Although the perceived organizational support has a significant ($p < 0.05$) impact on job performance of employees in hotel organizations, the level of organizational support was found to have no moderating ($p < 0.05$) effect between COVID-19 induced stress level experienced by employees and their job performance.

In the same vein, the study also supported and confirmed job insecurity as a chronic workplace stressor which has an impact on key employee's wellbeing outcomes as well as the expected performance level. Aptly stated, it is confirmed that the perceived level of job insecurity has a direct bearing on employee job performance in their workplaces. Hence, based on the significance ($p < 0.05$) of the statistical assessment of the impact of job insecurity on employees' job performance amid the pandemic, this research contributed to the robustness of literature by conveniently concluding that when employees in general experience a threat to their job security, their job performance is affected as well. This finding correlates with those established in the work of Sanyal et al (2018). A moderate level of organizational support received by employees working in hotels during the pandemic was found to have a significant ($p < 0.05$) moderating effect between the heightened level of job insecurity experienced by employees and their job performance level during COVID-19. It is

important to maintain that the commitment and loyalty of employees to their organization is influenced by a wide range of factors of which job insecurity has been specifically pinpointed and empirically confirmed by researchers including Qin & Jiang (2011), Vujicic et al (2014) as well as Kang et al (2021). This study also confirmed that job insecurity significantly ($p < 0.05$) affects loyalty of employee towards their organizations. The findings share a parallel correlation with those established in the work of Kang et al (2021) among others who have all accounted for the impact of job security on employee's job commitment to their organizations. Organizational support policies including employee communication and compensation during COVID-19 despite confirmed to direct significant impact ($p < 0.05$) on employee loyalty, they are nevertheless found not to moderate between job insecurity level and loyalty of employees to their employer during COVID-19 as statistical analysis revealed no significant moderating effect ($p > 0.05$). Nevertheless, research found out that fostering and maintain good relationship with employees and giving them a sense of recognition moderate between job insecurity and loyalty as analysis revealed a statistically significant ($p < 0.05$) moderating effect. Thus, this research contributes further to robustness of literatures by asserting that when employees are assured of their job position, and organizational shows that they really count on them, they are likely to be demonstrate improved job performance outcome, be highly committed to work and show increased level of loyalty to their employers. Another contribution of this research is establishing the direct link between job satisfaction level and job performance. There is a knowledge gap between these two variables as most attention of researchers has been drawn towards job satisfaction and other employee outcomes such as self-esteem and commitment to their organization. This study found out that job satisfaction level has a direct and significant impact ($p < 0.05$) job performance level. Moderate level of organizational support received by employees was also found to moderate between job satisfaction level and job performance.

5.1.2. Practical Implications

In the wake of the global disease pandemic which has come with various challenges for all and sundry, this study manages to unravel cogent findings which are of believed to be practical implication not only in the typical hotel organization workplace but also other similar workstation. Employees are important asset in any organization. The role that they occupy in exclusive service-based hotel organizations cannot be overemphasized as majority of services provided to customers and guests are rendered through them. This research found out that stress in the workplace have impact on the wellbeing employees and their job performance level. The practical implication of this finding is that in the advent that work related induced stress level becomes too heightened for employees to bear in the service-oriented hotel organizations, a negative impact will be exerted on the organization's overall performance as stressed employees' attitude to work might change, employees might find it hard to deliver the expected quality service to customers

and guest and who in turn are dissatisfied by poor hotels/suite experience. As stress is something that alleviate with time and with various support measures, a practical suggestion within the scope of this research is that employers of labor should take into consideration of how COVID-19 represents a major stressor in the workplace for who are classified as frontline workers are exposed to significant health risk during the pandemic.

Employees depending on their quality confer competitive advantage to any service organization and for their role and contribution, they want to be duly recognized. The loyalty of top performing employees is more than important for the performance success of any organization as loyal personnel will more than do their best in ensuring the performance goals and objectives of the organization are reasonably met. This study found out that there is a general heightened level of job insecurity among employees and the practical implication of this on commitment and loyalty to organizations cannot be overstated as competent employees with great level of insecurity might reconsider their stance and eventual loss could result to loss of competitive advantage for their employers. Furthermore, this study also identified practicability of organizational support practices related to employers maintaining open and honest relationship with employees; demonstrating that opinions of employees count when making decision; as well as overtly expressing it that the organization depends on their contribution. The identified implication is that these actionable practices will enable overall recognition of employees which will in turn make them feel to be an important element (in hotel settings and other organizational alike) rather just another replaceable cog. Such are even more important in a time of crisis as this study practically found out that general good management relationship as well as organization showing that they truly count on their employees amid all the happenings during the pandemic are factors which influenced the loyalty of majority of employees who claimed to still see themselves working for the organization post-COVID-19 pandemic.

5.2. Research Reflection and Objective Assessment

This present studied identified the knowledge gap that can be bridged in the literatures and hence stated four major research objectives expected to be achieved in the course of the study. Based on the findings made, these objectives are thus accessed for being met or unmet. A detailed summary of this is presented in the table 10 below.

Table 10: Research Objective and Assessment criteria

S/N	Research Stated Objective	Assessment Remark
1	Empirically study and account for employees' level of job security seen in the selected hotel organizations during the COVID-19 crisis.	Objective Achieved
2	Study how COVID-19 affected the well-being of employees in the selected hotel organizations.	Objective Achieved
3	Account for how perceived threat to job security affect work performance of employees in the selected hotel organizations during the COVID-19 pandemic	Objective Achieved
4	Access the timely workplace policies and supportive measures used in enabling reduced job insecurity and hence mitigating workforce resistance in the hotel organizations	Objective Partially Achieved

Research Objective 1

In a time of socioeconomic downturn which affected all and sundry around the world, this study sets out to empirically study and account for the level of job security seen in employees working in hotels in Nigeria. As job security is usually accessed by measuring job insecurity level based on the set of assessment questions through which individuals reflect their subjective opinion about threat to their job position, this study achieved this objective and found out that job security level in the hotels was relatively low (based on the high level of insecurity the surveyed respondents attested to have experienced) during the COVID-19 pandemic.

Research Objective 2

The second research objective was also achieved as this study takes into consideration how workplace stress factors such as heightened level of perceive job insecurity (which has been identified as chronic stressor in the workplace in the literatures) influences wellbeing of employees. To a greater extent and also leveraging on the shared belief of how COVID-19 comes with physical, emotional and psychological distress for all and sundry, the study specifically accessed the COVID-19 induced stress level

as well as the job insecurity level seen in employees who were working during the pandemic and account for the impact on their key outcomes. Stress level and insecurity level were generally high in the surveyed respondents and assertion is made that this affect employees' wellbeing as work-related stress and heightened level of job insecurity have been said to correlate with negative wellbeing outcomes.

Research Objective 3

In line with the research stated objective 3, the specific impact that job insecurity has on the performance level of employees working in the hotels amid the global pandemic was also accessed. The objective is duly achieved as the research successfully accounted for the significant impact of job insecurity; COVID-19 induced stress level as well as job satisfaction level on the employee performance level. These findings were backed with statistical evidence as intended.

Research Objective 4

This research also set out to assess the relevant workplace policies and support measures received by employees during the pandemic. This objective is as well achieved to an extent as the study was able to account statistically for the moderating effect of organizational support practices on various variables analyzed against job performance level as well as loyalty of employees in the hotel organizations.

5.3. Research Recommendation

Using Nigerian hotels as the research setting, this present study has managed to study the impact COVID-19 disease outbreak has had on the level of job security seen among frontline employees working across different hotels during the COVID-19 pandemic. Within the scope of the study, the level of job security in the hotels was indirectly measured and accounted for by using a measurement scale which measures subjective feelings of employees about perceived threat to their job positions during the pandemic which forced various organizations to reconsider their survival strategy and utilize various measures in achieving sustainability in a time of massive reduction in economic activities. Based on all the findings made in the study as well as consideration of various contemporary factors which are synonymous to hotel organizations in the hotel industries, the recommendations are made

1. Effective Management of Crisis: This study found out that in a time of unanticipated crisis such as the COVID-19 pandemic which posed significant challenges to business managers, phenomenon such as reduction in job security level are meant to be pronounced especially when the business could not generate the sufficient revenue in covering its overhead and

operating cost. The effect of this is that managers can be forced to be consider various measures such as wage/salary reduction and downsizing of the workforce which in turn create a general sense of job insecurity among employees. It is thus recommended for business managers especially those in the hotel industry to ensure unanticipated crisis which affect business stance are duly managed and in the advent that any of the measures such as downsizing, part time laid off or full time retrenchment is to be executed in the workplace, a consideration should be given to how this would affect residual employees and their wellbeing in term of the level of job insecurity and job dissatisfaction that might become manifested in them.

2. Utilization of Workplace support practices: Frontline employees spend most of their productive time in the workplace and are exposed to various stress factors which affect their wellbeing and productivity in varying degree. The impact of COVID-19 as well as job insecurity as a workplace stressor have been discussed in detail in this research and other literatures. It is recommended that hoteliers and other business managers alike should always have realistic support policies in place, and such should be utilized when necessary (e.g., effective, and open communication), in ensuring that employees feel engaged and supported in their line of work. This is believed to be essential in fostering sustained level of employee engagement and hence the manifestation of the expected performance and commitment level as well as overall employee loyalty.

5.4. Suggestion for Future Research

This research has explored the impact of COVID-19 pandemic on job security in the Nigerian hotels and within its strength and limitations, the study managed to establish cogent findings which contribute to the existing plethora of literary knowledge detailing the concept of job insecurity. Considering the COVID-19 pandemic, this study has also managed to bring in light more knowledge about various factors which contribute to job insecurity among employees. It is suggested that an improved study should also be conducted on the concept of job security in the Nigerian hotels in the wake of the global pandemic. Such improved could be based on mixed method research which will enable incorporation of human element into the study in enabling all round and robust research findings to be made.

5.5 Personal Learning Outcome

This conducted study enabled me to have an improved understanding of the hotel industry in term of its position and contributions in the socioeconomic system. The industry has always been affected by contemporary issues such as those employees and unanticipated social crisis. In the wake of the global

COVID-19 disease pandemic, I have managed to have an improved understanding on how this key sector and its major stakeholders have always been affected by socioeconomic. In this regard, during achieving the intended aim and the targeted objectives of this study, various additional insights were gained which are expected to be of integral practical implications when the lesson learnt from the gained insights are put to good use. For instance, a realization of how unanticipated crisis can cause a destabilization in the environment of businesses is achieved as I found out that COVID-19 pandemic caused business managers around the world to resort to different strategies such as part time laid off employees— which has a knock-on effect on their colleague's well-being— as a means of achieving survival. The lesson learned in this regard is that crisis should be what every business manager needs to be prepared for and see a way to always have them managed in the best possible way in the environment of their businesses. Another lesson learnt in this study is based on the deep understanding of various factors that can contribute to stress for individuals in the workplace and how this can affect their key outcomes such as commitment and loyalty to employers as well as the expected performance level. In addition, I also come to the realization that fostering a relationship based on trust and explicitly showing it to employees in the workplace can influence their loyalty as respondents that I engaged majorly claimed to receive such in their workplace. All these enable me plausibly to conclude that when sustainable relationships are fostered with individuals in the workstation, it will be much easier to be aware of their needs especially in a time of personal distress and general crisis which also threaten business and the result will be seen in all and sundry putting in their best effort towards a common cause.

5.6. Chapter Conclusion

This chapter conclude the overall research carried by discussing the theoretical and practical implications of the findings made, and as well correlate these with established thought in the literatures. This chapter also assessed the strength of the research in meeting the stated objectives; makes various suggestions to stakeholders of hotel organizations and finally suggested an approach to future research.

Chapter 6

6.1. References

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6.2. Appendix 1: Survey Instrument

SECTION A: DEMOGRAPHIC DATA

Instruction 1: Please Tick the appropriate box as applicable

Gender:
 Male Female Transgender Prefer not to say

Age:
 20 to 24 25 to 29 30 and Above

Education Level
 Basic School Secondary School Graduate

Employment Type:
 Part Time Full Time

Number of Years Working Organization
 1–2 years 3–5 years 6 years and Above

		Likert Scale				
S/N	JOB SATISFACTION	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	I have strong passion for the work I am doing in this organization					
2	I consider my job to be fun and interesting					
3	I feel comfortable in the job I am doing in the organization					
4	I am satisfied with the job I have been doing in this organization					
COVID-19 INDUCED STRESS FACTORS						
5	During COVID-19, I felt more stress in the hotel					
6	I found it hard to control irritations around me in the hotel during the COVID-19 pandemic					

7	I felt like things would never get back to how it was for me when the COVID-19 persisted for too long					
8	I found it uneasy to adjust to changes and new demand in the hotel during COVID-19					
JOB INSECURITY						
9	I was uncertain about the position of my job when the COVID-19 started					
10	I was sure I won't be able to keep my job during the COVID-19 period					
11	I do feel like might lose my job in the future due to COVID-19					
12	I became afraid if I lose my job in the organization I might not see any other alternative					
ORGANIZATIONAL SUPPORT						
13	Organizational management communicated honestly and openly with me during COVID-19					
14	Organizational management maintained good relationship with me and showed that I can count on them during COVID-19					
15	Organization made me feel like my opinion and suggestions were valuable during COVID-19					
16	The organization supported and compensated me for me service during COVID-19					
JOB PERFORMANCE						
17	I have it in my mind the result I had to achieve in my job during COVID-19					
18	I had to work extra hours in the hotel during the COVID-19 pandemic					
19	I had the desire and willingness to work extra hours in getting customers satisfied during the COVID-19 period					
20	I usually strive to come up with new ideas to solve work-related problem during COVID-19					
	SECTION C	YES			NO	

1	Would you be willing to work with the organization after the pandemic?		
2	Do you see yourself still working with the organization in the organization in the Foreseeable time?		