

THE IMPACT OF THE COVID-19 PANDEMIC UPON TOURISM & HOSPITALITY EMPLOYEES IN JORDAN

Ali S. HYASAT*

Al-Balqa Applied University, Deanship of Scientific Research, Al-Salt, Jordan, e-mail: ali.hyasat@bau.edu.jo

Citation: Hyasat, A.S. (2022). THE IMPACT OF THE COVID-19 PANDEMIC UPON TOURISM & HOSPITALITY EMPLOYEES IN JORDAN. *GeoJournal of Tourism and Geosites*, 43(3), 1099–1107. <https://doi.org/10.30892/gtg.43331-925>

Abstract: The most noteworthy consequences of the COVID-19 pandemic were on the tourism & hospitality sector, which left thousands of individuals without jobs worldwide. In Jordan, this sector was profoundly impacted contrasted with different sectors and left a high impact on the sector employees. The objective of this research is to investigate the effect of the COVID-19 pandemic on the employees of the tourism & hospitality industry. Cross-sectional survey was utilized to accomplish the objectives of this research. The questionnaire was used as a tool to collect data. The questionnaire was distributed online to the employees of the tourism sector. The sample was composed of 411 employees distributed on different tourism activities. The collected data was entered and analyzed using Stata (ver. 24). The SEM was used to study the effect of different variables. Most of the respondents were males of intermediate to high ages. All the respondents suffered from high fear of the COVID-19 pandemic. They suffered from stopping working for at least one month to 6 months. The employees' salaries dropped by varied percentages starting from 25% to complete salary loss. The employees had a positive tendency to help their organizations to pass the COVID-19 pandemic but on the contrary, their organizations were not clear in dealing with them. The fear of the COVID-19 pandemic affects job satisfaction and job security. The study recommended that the tourism sector requires emergency strategies to deal with such a crisis and to ensure sector production.

Keywords: COVID-19 Pandemic, Tourism & Hospitality Sector, Tourism Employees, Jordan

* * * * *

INTRODUCTION

The COVID-19 pandemic lockdown impacted the different economic sectors at various levels (Abbas et al., 2021). The tourism industry is one of the sectors impacted broadly by the high COVID-19 pandemic lockdowns and, surprisingly, after the partial opening of various sectors. The immediate impact came about because of the restricted movement of people, while the subsequent hindrance was connected with the tourists' travel risk and the different characterization of nations as per pandemic dissemination (Rahman et al., 2021). The pandemic left a profound impact on the financial way of behaving of people (Lagos et al., 2021). The impact of the pandemic on the tourism industry was extremely wide. The impact incorporated all tourism enterprises. The extreme effect resulted in a drop in customers contacting tourism enterprises causing a complete or sharp drop in enterprises' revenues, a drop in services related to the tourism sector, and the final huge drop in the number of employees in the tourism enterprises (Huynh et al., 2021). The tourism sector was announced as a vulnerable sector widely affected by the pandemic. The last pandemic supports the previous fact that the tourism sector is very vulnerable (Sarkodie and Owusu, 2021). The economic losses were very high, reaching \$124 billion in the USA for example (Haryanto, 2020).

The International Labor Organization (ILO) reported about employment in the tourism sector through the COVID-19 pandemic. The analysis included the employees' conditions in the tourism sector of 14 Asian countries. They announced that 15.3 million tourism workers were affected by the COVID-19 pandemic of which 6.4 million were women (ILO, 2021). Hervie et al. (2022) studied the effect of the COVID-19 pandemic on hotel employees in Ghana. More than 80% of the sample reported the effect on their salaries, while a wide percentage reported the threat to their jobs through the pandemic. In Jordan, notwithstanding the Defense Orders employed toward the start of the pandemic which prevented the organizations from terminating an employee, the employees were affected in different ways, which will be investigated in this study.

In Jordan like in other countries as a response to the pandemic, all tourism enterprises were completely locked in 2020. The income of tourism enterprises during the period of the complete lockdown ceased. The tourism enterprises' reaction concentrated on minimizing the running cost to the lowest level. This was achieved through different actions. Most tourism enterprises started to decrease the number of workers. Large tourism enterprises which could not minimize the number of employees started to utilize governmental programs to compensate their workers through the pandemic. This paper aimed at investigating the effect of the pandemic on tourism sector employees.

LITERATURE REVIEW

1. Fear of the COVID-19 Pandemic

The complete lockdown as a reaction to the COVID-19 pandemic is ongoing at the beginning of 2020. The complete lockdown of all economic sectors with the ambiguous future of the pandemic and the time needed to return to usual life put

* Corresponding author

most individuals at risk, especially in the private sector. These circumstances put people to live under pressure (Kang et al., 2021). The accomplished degree of stress fluctuated by the sort of vocation and the degree of pandemic impact. The most result on employees, subsequently, was the stress on the employees of the tourism sector. Generally, stress was characterized as the challenges that came about mentally and can't be defied by people (Donald and Thomas, 1983; Haver et al., 2019; Jamal, 1984). The wellsprings of stress coming about because of the inward or the outside work climate impacted the workers straightforwardly. During the COVID-19 pandemic, the tourism & hospitality sector was one of the sectors affected harshly and broadly. The internal lockdown and the cease of cross-border movements put this industry at risk. The extent of stress experienced by employees varied according to the type of careers they practice within the industry (Cheng and O-Yang, 2018; Tongchaiprasit and Ariyabuddhiphongs, 2016) and the enterprises' financial position which influences their capacities to confront the strategies taken as a reaction to the pandemic. The highest stress was on the free practitioners of tourism activities, the micro or small tourism enterprises.

2. Organizational Trust

Organizational trust mirrors the strength of relationships connecting employees to their organization. Generally, organizational trust was defined as the expectations the employees can receive through their organization (Shockley-Zalabak et al., 2000). Internally, organizational trust is addressed by the various degrees of trust made among the different administrative levels at the organization. Organizational trust affects the behavior of employees toward the objectives of the organization and improves performance in the short and long run. One of the factors that increased the employees' trust is the low turnover. During the COVID-19 pandemic, the turnover of employees was very high, especially in the private sector, which decreased organizational trust, especially in the tourism industry. Hervie et al. (2022) have shown that one of the behaviors helps the hotel industry to face the pandemic was to minimize the number of employees. Worldwide, it was reported that 62 million jobs were lost in the tourism sector (ILO, 2021). Most of the jobs lost were recorded to be in micro or small enterprises of the sector according to the World Travel and Tourism Council (WTTC, 2021). The low stability and high job losses in the tourism sector decreased organizational trust, especially in SMEs.

3. Job Satisfaction

Job satisfaction is considered the motive of individuals to behave, produce and react to their surroundings (Agarwal and Sajid, 2017). Different measures could determine the extent of job satisfaction of the individual. The first level is the ability of the job to provide good, while the other is related to the ability of an individual to react to others including individuals or organizations (Spector, 2014). Job satisfaction affects the employee's behavior throughout his/her career life. Job satisfaction may change over time when the surrounding conditions of the job change. This is one of the consequences followed by the experience gained through the COVID-19 pandemic (Cheng and Kao, 2022).

Some tourism & hospitality activities were affected more than others. The hotel and hospitality activities were severely affected without alternative plans to recover from the disaster (Melián-Alzola et al., 2020; Romagosa, 2020). The sector vulnerability changed the employees' job satisfaction or the work sector satisfaction.

4. Self-Esteem

The COVID-19 pandemic has changed the lifestyle of people. The pandemic left a deep impact on behavior, depression, and life satisfaction (Kang et al., 2021; Yan et al., 2021). Moreover, the pandemic affected the individuals' consumption patterns, social life, and daily life plans which affected their self-attitudes toward things related to the pandemic (Kim, 2020). Self-esteem was highly affected by the pandemic and through the rumors carried through the pandemic days. In usual conditions, the situation is different. Self-esteem will be the source of enthusiasm (Diener and Diener, 1995) and self-trust. Positive self-esteem will shape the form of dealing with others, work, and the procedures used to solve any problems related to employees.

5. Job Security

Job insecurity terms became familiar at the time of the COVID-19 pandemic (Basyouni and El Keshky, 2021). Job security was related to any internal or external factors that may threaten the ability of individuals to practice their jobs regularly or cause these individuals to lose these jobs due to any cause (Greenhalgh and Rosenblatt, 1984). It is connected to any internal or external causes of insecurity causes (De Witte, 1999). It is connected to the power of the employer and the financial conditions of the enterprise in the traditional concept (Probst, 2003).

The COVID-19 pandemic moved authors to discuss job security out of the box. This time job security was threatened by an unexpected and rapid distributing pandemic. The complete lockdown and the pause of financial flow stopped the enterprises' capabilities to take over the current expenses of their businesses. The main solution fronting these enterprises was to decrease the working staff and to keep the important positions related to the enterprise business. According to ILO, millions of employees experienced job insecurity around the world (ILO, 2021). Job insecurity in turn will change the employees' views about their organization and their loyalty to the organization.

6. Organizational Commitment

Organizational commitment is the ability of the organization to provide its employees with expectations such as job security, suitable income, job performance, and additional services such as health insurance (Darwish, 2017). Organizational commitment is connected to different factors of the internal conditions of the organization. The first internal factor that affects organizational commitment is the financial position. Organizational commitment affects other parameters such as job satisfaction (Ahmad et al., 2014; Çelik, 2008). During the COVID-19 pandemic, the first organization's attitude

was to stay in the market through the crisis which changed the priorities of the organization and the policies followed to accomplish. Consequently, the commitment to the employees has been changed according to the employee's importance to the organization and the ability of small and medium enterprises to continue commitment to their employees and owners. These deep changes converted the organizational commitments to their employees.

7. Governmental Commitment

In Jordan, the procedures followed to alleviate the effect of the COVID-19 pandemic on the different economic sectors were different from other countries. The Defense Orders were issued to help vulnerable people economically (UNDP, 2020). Through the Defense Orders, enterprises of different sectors were not allowed to fire their employees. This helped most of the employees to continue in their positions. On the other hand, the Jordanian Government adopted different financial aid programs to help business owners to tolerate the sharp drop in income to pay their employees. This order was conditioned with the registration in the Social Security Department. Consequently, a large number of SMEs registered to benefit from these aids. Moreover, the government launched a platform for freelancers to register to benefit from governmental aid. Some freelancer workers who did not meet the conditions did not benefit from these aids. These governmental procedures applied varied from one sector to another. This research included this variable as DV to measure the effect of other independent variables and mediated variables on governmental commitment.

METHODOLOGY

1. Objectives: The objective of this study is to examine generally the effect of COVID-19 on employees in the tourism sector. The sub-objectives investigated included the employees' convenience of the tourism sector as a career specialization, the trust of the organization in the tourism sector, the attitudes of the government support to help people in this vital sector, and the socio-demographic characteristics of employees in the tourism sector on their attitudes on the future of working in this sector.

2. Settings: This cross-sectional study includes the employees in the tourism sector at the time of the COVID-19 pandemic.

3. Population and Sample: The population of this study included all employees in the tourism sector. Due to the difficulty of reaching the population of the study, a simple random sample was selected. The tool of this study was distributed through the chain methodology. The first chain level included the workers in the Ministry of tourism, managers of hotels, owners of tourism enterprises in different activities, and direct forwarding of the questionnaire of tourism employees through the available databases. The total number of the simple random sample included 404 employees distributed on different tourism activities.

4. Study Variables: The studied variables were collected through different previous research. The studied variables directly or indirectly affected the attitudes and behavior of employees to deal with the COVID-19 pandemic. The variables included in the study were as follow:

- **Demographic and Working Characteristics:** This variable included the following criteria which were expected to affect the attitudes of employees. The demographic characteristics included gender, age (18-30 years, 31-40 years, 41-50 years, 51-60 years, more than 61 years), level of education (less than Tawjeehi, diploma, bachelor, and higher studies) and the nationality (Jordanian and non-Jordanian). The working characteristics included the institutional activity (hotel five stars, hotel less than five stars), tourism restaurants, travel agency, tour guide), work location, level of working (managerial staff, non-managerial staff), work experience (less than 5 years, 5 to 10 years, more than 10 years), stop working during the COVID-19 (yes, no), period of stop working (less than one month, 1-3 months, 4-6 months, more than 6 months), still working in tourism sector (yes, no), the effect of COVID-19 on salary (yes, no), the percentage of salary drop (25, 50, 75, 100%), benefit from governmental financial aids for the affected sectors (yes, no).

- **Independent Variable (IV):** The independent variable was represented in the fear of the COVID-19 pandemic. This variable was used based on different studies including Abbas et al. (2021), Mehta et al. (2021), and Yan et al. (2021).

- **Intermediate Variables:** The Intermediate Variables Included:

Job Security: Job security was discussed in the tourism sector through the move to the unemployment sector, the effect on income, and the low social security support through the COVID-19 pandemic. Sun et al. (2021) discussed job security through the preference to join sectors of more secured jobs other than the hotel industry.

Organizational Trust: Kang et al. (2021) discussed organizational trust as the major key that encourages employees to join enterprises in the tourism sector. They discussed organizational trust as a variable that affects employee continuity in the organization.

Job Satisfaction: Kang et al. (2021) discussed job satisfaction and its role in the employee's tendency to complete their career life in the tourism sector.

Self-Esteem: Kang et al. (2021) discussed self-esteem as a source of self-encouragement to follow-up work in the tourism sector.

- **Dependent Variables (DV):**

Organization commitment: Kang et al. (2021) discussed the role of the organization to protect its employees during the COVID-19 pandemic.

Government Commitment: This variable was added by the researcher in response to the Defense Orders issued by the government to protect employees in different sectors from being fired.

5. Statistical Analysis

Two types of statistical analysis were used to reach the objectives of this research as follows:

- Descriptive Statistics: Frequencies and percentages were used to measure the demographic characteristics of the sample. Means and standard errors were used to measure the employees' trends for the different variables.
- Inferential Statistics: Structural equation modeling (SEM) was used to test the different hypotheses of this research. The first step of SEM was testing for the reliability of the variables. The second step was testing for the normality distribution of the variables. The third step was the measurement of the loading factor for each item to figure out the items that can be used to measure each variable of the study. The last step was to measure SEM through the model stability and regression coefficients of the model to measure the different effects.

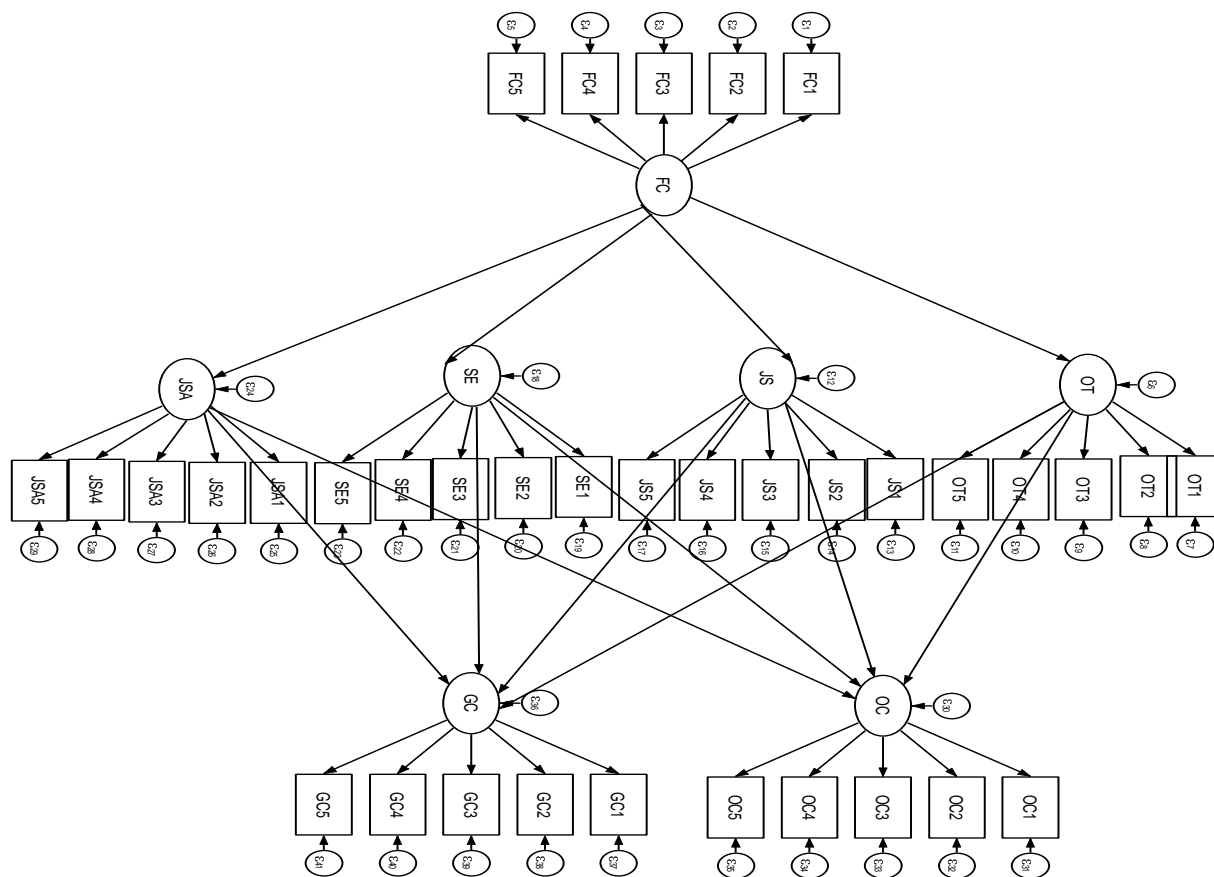


Figure 1. Research Model

RESULTS

1. Demographic Characteristics

Table 1 shows the demographic characteristics of the tourism employees who participated in this study. The results show that the majority of respondents were males (90.32%) while the rest were females. This is consistent with the fact that most of the labor force in the tourism sector are males in Jordan. Most of the respondents were aged from 31-40 years (38.71%). The second age category was recorded for 51-60 years (19.35%). Most of this age group are working through their businesses. The highest education distributed among the respondents was for bachelor's (45.16%) followed by higher studies (25.81%). Most of the sample respondents were Jordanians (77.42%) (Table 1).

2. Working Characteristics

The respondents' working characteristics were varied which facilitates a variety of information collected about the effect of COVID-19 on the tourism sector (Table 2). The dominant respondents are working as tourist guides (44.83%) followed by less than five-star hotels (27.59%). The rest of the samples were distributed over the five stars hotels, tourism restaurants, and travel agencies. The majority of the respondents were of the non-managerial staff (66.67%), while the managerial staff formed (33.33%) of the respondents (Table 2). The dominant experience was more than 10 years (54.84%) followed by 5-10 years (35.48%). The experience of respondents was 5-10 years and more than 10 years (38.71%). The results showed that the majority of the respondents did not work during the COVID-19 pandemic (74.19%). Most of the samples stopped working from 4 to 6 months (51.61%). The second group stopped working from 1 to 3 months (29.03%). A very wide percentage of the respondents did not have income through the COVID-19 pandemic (Table 2). About 16.13% of the respondents stopped working in the tourism sector, while the rest of the respondents continued working in the same sector. During the COVID-19 pandemic, about 87.10% of the respondents suffered from a drop in their income or salaries. The respondents showed that their salaries dropped by 25%, 50%, and 75% with almost equal

percentages. On the other hand, about 25.93% of the respondents stopped receiving any salary during the COVID-19 pandemic. About 38.71% of the respondents benefited from governmental aid through the Defense Orders (Table 2).

Table 2. The working characteristic of the respondents

Working Character item	Frequency	Percent
Institutional activity		
Hotel – five stars	26	6.9
Hotel – less than five stars	104	27.59
Tourism restaurant	39	10.34
Travel agency	39	10.34
Tour guide	169	44.83
Position Level		
Managerial staff	117	33.33
Non-managerial staff	234	66.67
Work experience in the tourism sector		
Less than 5 years	39	9.68
5-10 years	143	35.48
More than 10 years	221	54.84
Work experience in the current organization		
Less than 5 years	91	22.58
5-10 years	156	38.71
More than 10 years	156	38.71
Working through Pandemic		
Yes	104	25.81
No	295	74.19
Period of stop working		
Less than one month	52	12.90
1-3 months	117	29.03
4-6 months	208	51.61
More than 6 months	26	6.45
Still working in the tourism sector		
Yes	338	83.97
No	65	16.13
Pandemic effect on salary		
Yes	351	87.10
No	52	12.90
Percent of salary drop		
25%	91	25.93
50%	91	25.93
75%	65	18.52
100%	91	25.93
Benefited from governmental aids		
Yes	156	38.71
No	247	61.29

3. Trends for Different Variables

3.1. Trends for Fear of COVID-19

Table 3 explains the respondents' fear trends of the COVID-19 pandemic. Most of the respondents believe that the highest effect of the pandemic will be on the tourism sector (4.16±0.06). A high evaluation was given for the effect of the COVID-19 pandemic on respondents' jobs in the tourism sector (3.97±0.06). Most of the respondents believed that the COVID-19 pandemic will not take a long time to finish (3.81±0.06). Also, the results showed that the participants believe that the pandemic will leave a high influence on their lives (3.58±0.06). The least high evaluation was for the self-confidence to deal with the financial problems within the crisis (3.42±0.07) (Table 3).

3.2. Job Security

Table 4 shows the respondents' trends for job security through the pandemic. The results show that the respondents believe that job security dropped to high levels through the pandemic (4.19±0.05). Also, the respondents started to think seriously to search for other jobs to meet their life needs (4.06±0.05). The majority of the sample think seriously to change their jobs to more secure sectors after the pandemic (3.90±0.04). Most of the sample believed that the tourism organizations will decrease the working staff (3.68±0.07) and a group of employees will be fired as a response to the pandemic (3.48±0.07).

3.3. Organizational Trust

Table 5 shows the respondents' trends for organizational trust. The results showed that the organization's trust was moderate. The respondents did not believe that their organizations dealt with them frankly through the pandemic (3.16±0.08). Even though, the trust given to the employees by the organization was at the optimum level (3.10±0.07). A moderate evaluation was given for the fair deal of the organization with its employees and the update of the employees through the pandemic (3.06±0.07). The last evaluation was given to returning employees for advice to pass the COVID-19 pandemic (3.00±0.07).

Table 1. Demographic characteristics of tourism sector employees

Demographic item	Frequency	Percent
Gender		
Male	364	90.32
Female	39	9.68
Age		
18-30 years	65	16.13
31-40 years	156	38.71
41-50 years	65	16.19
51-60 years	78	19.35
More than 61 years	39	9.68
Level of education		
Less than or Tawjeehi	52	12.90
Diploma	65	16.13
Bachelor	182	45.16
Higher studies	104	25.81
Nationality		
Jordanian	312	77.42
Non-Jordanian	91	22.58

Table 3. Means and standard error for the trends of the fear of the COVID-19 pandemic

Item	Mean	St. error
I thought that the pandemic effect will be the highest on the tourism sector	4.16	0.06
I thought the pandemic will leave a high impact on my job	3.97	0.06
I felt that the pandemic will not take a long time, this is why I did not give high care	3.81	0.06
I thought that through the pandemic, I can manage life without high its influence	3.58	0.06
I have the confidence to handle my financial problems through the crisis	3.42	0.07

Table 4. Means and standard error for the trends in job security through the COVID-19 pandemic

Item	Mean	St. error
Job security decreased to a high level through the pandemic	4.19	0.05
I have started to think to find another job	4.06	0.05
I have thought to change my job after the pandemic because I felt that it is a low secure job	3.90	0.04
I expected that my organization will minimize its staff to tolerate the pandemic economic effects	3.68	0.07
I expected that my organization will fire me because of the pandemic	3.48	0.07

Table 5. Means and standard error for the trends of the organization trust through the COVID-19 pandemic

Item	Mean	St. error
My organization dealt with me openly and frankly through the pandemic	3.16	0.08
My organization trusted me and supported me through the pandemic	3.10	0.07
My organization dealt with me fairly through the pandemic	3.06	0.07
My organization contacted me all the time and update me through the pandemic	3.06	0.07
My organization asked me for advice through the pandemic to help minimize its effects	3.00	0.07

Table 6. Means and standard error for the trends of job satisfaction through the COVID-19 pandemic

Item	Mean	St. error
The pandemic converted my job into a risky one	4.29	0.05
The governmental support for our jobs was less than jobs of other sectors	4.19	0.05
The pandemic made me less comfortable with my job	4.10	0.05
I will start thinking seriously to change my job in the future	4.06	0.05
My organization support was less, which makes me think to change my job	4.06	0.05

Table 7. Means and standard error for the trends in the self-esteem through COVID-19 pandemic

Item	Mean	St. error
I will introduce suggestions to improve organizational performance	3.68	0.06
I will double my productivity in my organization to help stand its economic conditions	3.52	0.07
I trusted my organization very much through the pandemic	3.29	0.07
I will never think to leave this organization	3.26	0.06
The policy used by my organization improved my trust in it and my job	3.10	0.07

Table 8. Means and standard error for the trends of organizational commitment through the COVID-19 pandemic

Item	Mean	St. error
I have ignored some of my rights to help the organization to pass the pandemic effects	3.87	0.05
I have doubled my working time to improve the organization's performance	3.74	0.07
The pandemic increases my feeling as the original part of this organization	3.65	0.07
I felt the organization was my home that should receive all my care	3.61	0.07
I felt that the organization worked as a family to pass the difficulties of the pandemic	3.55	0.07

3.4. Job Satisfaction

Table 6 shows the respondents' trends of job satisfaction through the COVID-19 pandemic. The results showed that the respondents believe that their job is at high risk within the COVID-19 pandemic (4.29 ± 0.05). The respondents believe that the support they received in the tourism sector was less compared to other sectors (4.19 ± 0.05). The respondents felt less comfortable with their jobs through the pandemic (4.10 ± 0.05). The respondents believe that they should think to change their jobs in the future (4.06 ± 0.05). The lack of organizational support encourages the respondents to start thinking to change their jobs (4.06 ± 0.05).

3.5. Self-Esteem

Despite the depression lived by the respondents, they have moderate self-esteem through the COVID-19 pandemic (Table 7). The respondents show the tendency to introduce suggestions to their organizations to help in improving their performance through the pandemic (3.68 ± 0.06). The respondents showed a moderate tendency to double their productivity to help their organizations (3.52 ± 0.07). The respondents trust their organizations throughout the pandemic, they never think that they will leave them, and policies used moderately improve their trust in their organizations.

3.6. Organizational Commitment

Table 8 shows the trends of respondents for the organization's commitment according to their point of view. The results showed that the respondents show the tendency to ignore some of their rights to help the organization to pass the pandemic (3.87 ± 0.05). Also, they show the tendency to double their working time to improve the organization's performance (3.74 ± 0.07). The respondents felt that are an original part of their organizations (3.65 ± 0.07). The respondents feel that the organization is their second home that deserves to receive the highest care (3.61 ± 0.07), and in the last rank, the work in the organization was family work that helps to pass the pandemic (3.55 ± 0.07).

3.7. Governmental Commitment

The evaluation of the government commitment according to the respondents' point of view was moderate to negative evaluation (Table 9). The respondents showed that they used their savings at the Social Security Corporation to compensate for the salary drop (3.45 ± 0.06). The moderate evaluation was recorded for the loose of their jobs based on governmental Defense Orders (3.03 ± 0.07). Negative attitudes were recorded toward the government's help for the sector to continue in production (2.97 ± 0.06), the governmental compensations to replace the salary drop (2.90 ± 0.07), and the level of support for tourism sector employees as being the higher affected by the pandemic (2.58 ± 0.06).

4. Reliability and Normal Distribution Analysis

The results showed that all the variables of the study were reliable as the Cronbach's alpha value recorded was

higher than 0.6 which is the acceptable threshold for such social research (Hair et al., 2007). For the normal distribution test, the Shapiro-Wilk test was used. The results showed that all the items were normally distributed indicating that all the variables and items will be entered into the SEM analysis.

Table 9. Means and standard error for the trends for governmental commitment through the COVID-19 pandemic

Item	Mean	St. error
I have used my savings in Social Security Corporation to compensate for my salary minimizing	3.45	0.06
The government Defense orders helped me to avoid losing my job during the pandemic	3.03	0.07
The governmental regulations through the pandemic helped the sector to continue	2.97	0.06
The financial assistance received from the governmental programs compensated for my salary decrease in my organization	2.90	0.07
The government support was enough for the tourism sector employees as being the highly affected sector	2.58	0.06

Table 10. Reliability and normal distribution analysis

Variable	Symbol	Cronbach's alpha	Normality test Shapiro-Wilk Test
Fear of COVID-19	FC	0.7960	ND*
Job security	JS	0.694	ND
Organization trust	OT	0.985	ND
Job satisfaction	JSA	0.886	ND
Self-esteem	SE	0.926	ND
Organization commitment	OC	0.933	ND
Governmental commitment	GC	0.924	ND

ND: items are normally distributed

Table 11. The regression coefficients of the variables in the SEM model

	Standardized Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
Structural					
OT <- FC	0.426654	0.05389	7.92	0.001	0.321033 0.532276
JS <- FC	-0.17219	0.217346	-0.79	0.428	-0.59818 0.253805
SE <- FC	0.153476	0.064653	2.37	0.018	0.02676 0.280193
JSA <- FC	0.061603	0.051748	1.19	0.234	-0.03982 0.163027
OC <-	-				
OT	0.369582	0.093313	3.96	0.001	0.186691 0.552473
JS	-0.20686	0.013057	-15.84	0.001	-0.23245 -0.18127
SE	0.477667	0.092177	5.18	0.001	0.297004 0.65833
JSA	0.063618	0.045127	1.41	0.159	-0.02483 0.152066
GC <-	-				
OT	0.613232	0.073564	8.34	0.001	0.469048 0.757415
JS	0.01792	0.057323	0.31	0.755	-0.09443 0.130271
SE	0.22627	0.107061	2.11	0.035	0.016435 0.436105
JSA	0.131633	0.048648	2.71	0.007	0.036285 0.226981

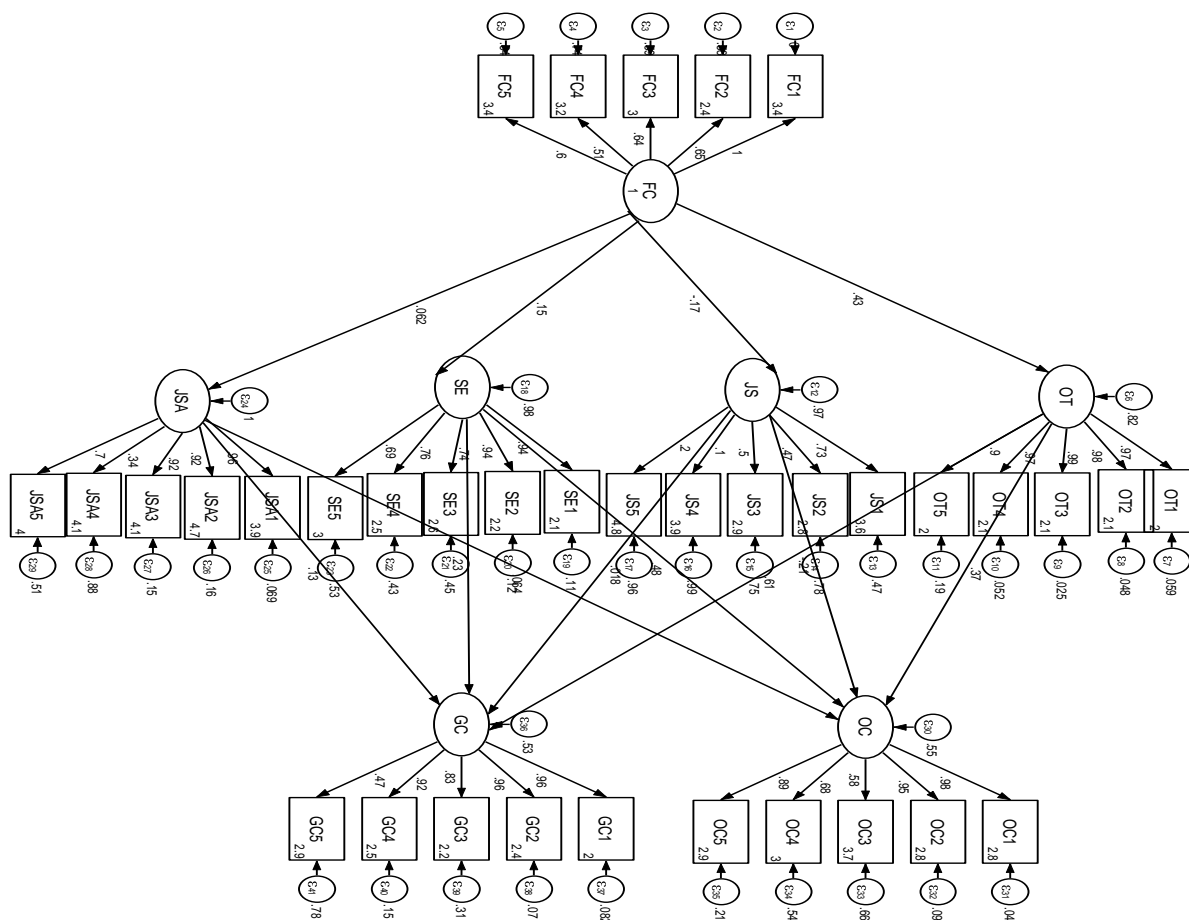


Figure 2. The SEM model for the effect of independent variable FC on moderate variables (OT, SE, JSA, and JS) and the final effect on OC and GC

5. Hypothesis Testing

The results showed that the fear of the COVID-19 pandemic increased the trends of respondents for organization trust (OT) (0.43). The fear of the COVID-19 pandemic affected negatively job satisfaction (-0.17). On the other hand,

the effect of fear of COVID-19 was positive on self-esteem (0.15), while the almost very low effect was on job satisfaction (0.05). The effect of OT was positive on organizational commitment (OC) (0.37) and also affected positively governmental commitment (0.69). The results showed that the low job security (JS) affect negatively the organization's commitment (-0.21) and with very an effect on GC (0.01). Self-esteem (SE) affected positively both organizational commitment (0.47) and governmental commitment (0.22). Job satisfaction affected positively both governmental commitment (0.132) and organizational commitment (0.06) (Table 11) (Figure 2).

DISCUSSION

The objective of this study is to investigate the impact of the COVID-19 pandemic on the employees of the tourism sector by studying the fear of the pandemic among the tourism employees and its effect on their attitudes toward job satisfaction, security, self-esteem, organizational trust and so the effect on the organization commitment and governmental commitment in Jordan. It was found that the tourism sector was deeply affected by the COVID-19 pandemic. Similar results were recorded in different countries (Chaudhary et al., 2020; Rahman et al., 2021; Yan et al., 2021).

The impact of the COVID-19 pandemic on tourism sector employees was encountered in different ways. The major effect was through leaving a considerable percentage without any income, while the effect on others was recorded through the drop in their income. Similar results were reported in the tourism sector in different countries (ILO, 2021; Lagos et al., 2021; Syriopoulos, 2020). The experience of COVID-19 pandemic left a high percentage of sector employees thinking to change their careers after the pandemic especially those who can use their specialty in other sectors such the IT employees. The governmental aids introduced were not enough to encourage the tourism employees to continue in their jobs.

The results showed the fear of the COVID-19 pandemic among the tourism sector employees was very high due to their expectations of its high effect on their lives especially since different sectors started to practice their work in daily short periods, while the employees of this sector continued without work for the period exceeding 6 months in some tourism activities. These findings were compatible with those of other countries (Kang et al., 2021; Rahman et al., 2021). The belief in job security and satisfaction dropped among the employees of the tourism sector. This feeling resulted from the fact that hundreds of this sector employees were left without continuous work either through their organization or through their micro-businesses. The results evolved from the COVID-19 pandemic related to the organizations of this sector dropping the tourism sector employees' belief of the organizations' trust. The results showed that the major practice among the organizations was to minimize the number of workers or drop their salaries to be able to continue in the sector. The tourism employees felt that the organizational trust violated their beliefs after the pandemic. Consequently, most employees believe that the organizational commitment was not very high to their employees due to the change in the organization's behaviors through the pandemic. These beliefs were similar to those of tourism sector employees in different countries (Chaudhary et al., 2020; Melián-Alzola et al., 2020; Yan et al., 2021). The governmental interference to rescue the tourism sector did not reach the optimal level according to the tourism employee's perspectives. Despite the efforts made by the government to help the vulnerable sectors, the support given to the sector employees was not enough to support their financial needs and to ensure the continuity of different enterprises in the sector. The efforts made by the government were made to target the different sectors which increased the burden and minimize the lots of aid introduced to the tourism sector.

The results showed that the fear of the COVID-19 pandemic affected job security and satisfaction among tourism employees. Also, the FC affected the organization's trust and self-esteem of the tourism employees. The results show the negative impact of FC on job security through the SEM model. In general, the impact of FC was on all variables related to job security and satisfaction. It affects the attitudes to organizational commitment and governmental commitment.

CONCLUSIONS AND RECOMMENDATIONS

The objective of this research was to examine the impact of the COVID-19 pandemic on tourism employees in Jordan. The study covered a wide variety of employees in the tourism sector. The results showed that most of the tourism sector employees were affected negatively by the pandemic. The first effect was the threat to their jobs, which decreased their satisfaction and security. The second effect was the negative impact on employees due to the organization's behavior that neglected their employees and increased the pressure on them. The governmental commitment was high to minimize the effect of the pandemic on the tourism sector employees. The results showed that the pandemic left the tourism sector as an experience-losing sector which will affect its future. The study recommended that the governments should extend much effort to the tourism sector to recover quickly and improve employee security in this sector.

Future Research

The future study should concentrate on the policies and procedures that can be applied to strengthen the tourism sectors and the alternative strategies that help the employees of this sector to improve their job security and raise their job satisfaction.

REFERENCES

- Abbas, J., Mubeen, R., Iorember, P.T., Raza, S., & Mamirkulova, G. (2021). Exploring the impact of COVID-19 on tourism: transformational potential and implications for a sustainable recovery of the travel and leisure industry. *Current Research in Behavioral Sciences*, 2. <https://doi.org/10.1016/j.crbeha.2021.100033>
- Agarwal, P., & Sajid, S.M. (2017). A Study of job satisfaction, organizational commitment and turnover intention among public and private sector employees. *Journal of Management Research (09725814)*, 17(3), 123–136.
- Ahmad, N., Iqbal, N., Javed, K., & Hamad, N. (2014). Impact of Organizational Commitment and Employee Performance on the Employee Satisfaction. *International Journal of Learning, Teaching and Educational Research*, 1(1), 84–92.

- Basyouni, S.S., & El Keshky, M.E.S. (2021). Job Insecurity, Work-Related Flow, and Financial Anxiety in the Midst of COVID-19 Pandemic and Economic Downturn. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.632265>
- Çelik, C. (2008). *Relationship of organizational commitment and job satisfaction: A field study of tax office employees*. 138–156.
- Chaudhary, M., Sodani, P.R., & Das, S. (2020). Effect of COVID-19 on Economy in India: Some Reflections for Policy and Programme. *Journal of Health Management*, 22(2), 169–180. <https://doi.org/10.1177/0972063420935541>
- Cheng, J.C., & O-Yang, Y. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, 72, 78–85. <https://doi.org/10.1016/j.ijhm.2018.01.005>
- Cheng, S.C., & Kao, Y.H. (2022). The impact of the COVID-19 pandemic on job satisfaction: A mediated moderation model using job stress and organizational resilience in the hotel industry of Taiwan. *Heliyon*, 8(3). <https://doi.org/10.1016/j.heliyon.2022.e09134>
- Darwish, A.Y. (2017). Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. *International Journal of Public Administration*, 40(1), 77–88.
- De Witte, H. (1999). Job Insecurity and Psychological Well-being : Review of the Literature and Exploration of some unresolved issues. *European Journal of Work and Organizational Psychology*, 8(2), 155–177.
- Diener, E., & Diener, M. (1995). Cross-Cultural Correlates of Life Satisfaction and Self-Esteem. *Journal of Personality and Social Psychology*, 68(4), 653–663. <https://doi.org/10.1037/0022-3514.68.4.653>
- Donald, F.P., & Thomas, A.D. (1983). Organizational Determinants of Job Stress. *Organizational Behavior and Human Performance*, 32, 160–177.
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job Insecurity: Toward Conceptual Clarity. *Academy of Management Review*, 9(3), 438–448. <https://doi.org/10.5465/amr.1984.4279673>
- Hair, J., Celsi, M., Money, A., & Samouel, P. (2007). *The essentials of Business Numeracy*. John Wiley & Sons.
- Haryanto, T. (2020). COVID-19 pandemic and international tourism demand. *Journal of Developing Economies*, 5, 1–5.
- Haver, A., Olsen, E., & Akerjordet, K. (2019). Well-being among hotel managers: A study on the influence of job stressors and cognitive reappraisal. *International Journal of Contemporary Hospitality Management*, 31(4), 1819–1835. <https://doi.org/10.1108/IJCHM-11-2017-0737>
- Hervie, D.M., Amoako-Atta, E., Hossain, M.B., Illés, C.B., & Dunay, A. (2022). Impact of COVID-19 Pandemic on Hotel Employees in the Greater Accra Region of Ghana. *Sustainability (Switzerland)*, 14(5). <https://doi.org/10.3390/su14052509>
- Huynh, D., Van Truong, T.T.K., Duong, L.H., Nguyen, N.T., Dao, G.V.H., & Dao, C.N. (2021). The covid-19 pandemic and its impacts on tourism business in a developing city: Insight from Vietnam. *Economies*, 9(4). <https://doi.org/10.3390/economies9040172>
- ILO. (2021). *COVID-19 and employment in the tourism sector in the Asia-Pacific region * Key points*. https://www.ilo.org/asia/publications/issue-briefs/WCMS_827495/lang--en/index.htm
- Jamal, M. (1984). Job stress and job performance controversy: An empirical assessment. *Organizational Behavior and Human Performance*, 33(1), 1–21. [https://doi.org/10.1016/0030-5073\(84\)90009-6](https://doi.org/10.1016/0030-5073(84)90009-6)
- Kang, S.E., Park, C., Lee, C.K., & Lee, S. (2021). The stress-induced impact of covid-19 on tourism and hospitality workers. *Sustainability (Switzerland)*, 13(3), 1–17. <https://doi.org/10.3390/su13031327>
- Kim, J. (2020). Impact of the perceived threat of COVID-19 on variety-seeking. *Australasian Marketing Journal*, 28(3), 108–116. <https://doi.org/10.1016/j.ausmj.2020.07.001>
- Lagos, D.G., Poulaki, P., & Lambrou, P. (2021). COVID-19 and Its Impact on Tourism Industry. *Advances in Experimental Medicine and Biology*, 1318, 815–824. https://doi.org/10.1007/978-3-030-63761-3_45
- Mehta, K., & Sharma, S. (2021). Analyzing employee perspectives on the impact of COVID-19 on sustainable practices: a study of five-star hotels in India. *Worldwide Hospitality and Tourism Themes*, 13(5), 636–645. <https://doi.org/10.1108/WHATT-05-2021-0073>
- Melián-Alzola, L., Fernández-Monroy, M., & Hidalgo-Peñate, M. (2020). Hotels in contexts of uncertainty: Measuring organisational resilience. *Tourism Management Perspectives*, 36. <https://doi.org/10.1016/j.tmp.2020.100747>
- Probst, T.M. (2003). Development and validation of the job security index and the job security satisfaction scale: A classical test theory and IRT approach. *Journal of Occupational and Organizational Psychology*, 76(4), 451–467. <https://doi.org/10.1348/096317903322591587>
- Rahman, M.K., Gazi, A.I., Bhuiyan, M.A., & Rahaman, A. (2021). Effect of Covid-19 pandemic on tourist travel risk and management perceptions. *PLoS ONE*, 16(9 September). <https://doi.org/10.1371/journal.pone.0256486>
- Romagosa, F. (2020). The COVID-19 crisis: Opportunities for sustainable and proximity tourism. *Tourism Geographies*, 22(3), 690–694. <https://doi.org/10.1080/14616688.2020.1763447>
- Sarkodie, S.A., & Owusu, P.A. (2021). Global assessment of environment, health and economic impact of the novel coronavirus (COVID-19). *Environment, Development and Sustainability*, 23(4), 5005–5015. <https://doi.org/10.1007/s10668-020-00801-2>
- Shockley-Zalabak, P., Ellis, K., & Winograd, G. (2000). Organizational trust: What it means, why it matters. *Organization Development Journal*, 18(4), 35–48.
- Spector, P. (2014). Job Satisfaction: Application, Assessment, Causes, and Consequences. *Job Satisfaction: Application, Assessment, Causes, and Consequences*. <https://doi.org/10.4135/9781452231549>
- Sun, H., Sik, Y., & Hyun, H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International Journal of Hospitality Management*, 92(January), 1–9.
- Syriopoulos, K. (2020). the Impact of Covid-19 on Entrepreneurship and SMEs. *Journal of the International Academy for Case Studies*, 26(2), 1–3. <https://doi.org/10.1016/j.explore.2020.06.009>
- Tongchaiprasit, P., & Ariyabuddhiphongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33–40. <https://doi.org/10.1016/j.ijhm.2016.02.009>
- *** UNDP. (2020). *Jordan National Defence Law and COVID19*.
- *** WTTC. (2021). *Economic Impact Report*. <https://wttc.org/Research/Economic-Impact>
- Yan, J., Kim, S., Zhang, S.X., Foo, M., Der Alvarez-Risco, A., Del-Aguila-Arcentales, S., & Yáñez, J.A. (2021). Hospitality workers' COVID-19 risk perception and depression: A contingent model based on transactional theory of stress model. *International Journal of Hospitality Management*, 95. <https://doi.org/10.1016/j.ijhm.2021.102935>