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Job satisfaction for Horeca staff in the current pandemic context

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Abstract. This study discusses the effects of the Covid-19 pandemic on the HoReCa industry and how it has affected employee job satisfaction. Job satisfaction is a positive emotional state that consists of the employee's personal opinion on personal work or work climate, a state of equity that the individual reaches when he fully meets certain needs or expectations. In this study, we wanted to see exactly how the pandemic affected the employees and their job satisfaction by giving them questionnaires that evaluate their satisfaction in the current situation. The study found that there was no significant difference between women and men in terms of job satisfaction, that there was no correlation between education level and job satisfaction and that there was no correlation between the position held in the hierarchy and job satisfaction. The current pandemic context has affected many HoReCa employees due to the fact that they can no longer operate due to the closure of restaurants, bars, limiting tourist access to hotels. Thus, job satisfaction is low because the quality of the job has also decreased. The Horeca sector is particularly fragile and vulnerable to economic cycles and shocks, as the current health pandemic has shown. The study also had a number of limitations imposed by the online evaluation method, the generalization of the results and the experience of the participants.

Keywords. satisfaction, work, employees, pandemic

1. Job satisfaction. Defining the concept

Job satisfaction is presented by Gogu N. (2013) is a positive emotional state that consists of the employee's personal opinion on personal work or work climate, a state of equity that the individual reaches when he fully meets certain needs or expectations. conscious or unconscious. Job satisfaction can refer to various aspects, among which are: salary and material benefits, promotions, recognition, working conditions, supervision, co-workers, organizational policy.

The same author (Gogu, 2013) states that job satisfaction is a significant burden for managers, because it is associated with the idea that a satisfied employee will be able to perform better. Studies have shown a direct link between poor performance and job dissatisfaction. Also, among employees who have job dissatisfaction, there is a higher percentage of physical or psychological symptoms, fatigue, as well as a higher rate of absenteeism. Work is especially important for the development of each person. With the help

of work, the person satisfies his aspirations, fulfills his ideals, creates and enriches his personality.

Therefore, Wasaf et al. (2021), job satisfaction is one of the most widespread research topics in the field of organizational psychology. According to Locke, job satisfaction is the positive and pleasant feeling that results from the evaluation of the job or professional experience.

From previous studies, Wasaf et al. (2021), it is observed that when an employee is satisfied, he will perform at his best level to achieve organizational goals. Employees who are very satisfied are usually regular and punctual, more productive, more dedicated and more satisfied in their lives. To this end, in order to increase job satisfaction in order to improve performance, employees should be offered opportunities for advancement, ie pay scales, employee participation in policy making and efforts to increase organizational engagement.

Similarly, safety and good relations with the supervisor and colleagues are the greatest satisfactions; the nature of the job, the mode of supervision, job security, recognition and advancement are important factors for the organizational commitment of employees (Wasaf et al., 2021). Employee participation in pension plans, profit sharing and job security are also positively correlated with job satisfaction, while many studies have recommended the opportunity for professional development as the biggest determinant of job satisfaction (Wasaf et al., 2021).

2. Factors for job satisfaction

Heimerl et al. (2020) shows that there is a relatively high level of employee turnover in the hospitality industry compared to other industries, which leads to huge additional costs each year. A low level of job satisfaction is cited as the reason for this high turnover, and this turnover is considered to be caused by stress and work overload due to the rapid growth of the hospitality industry. For sustainable development at the company level, job satisfaction is especially important for preventing staff turnover and promoting employee loyalty. In addition, job satisfaction has a positive influence on product quality, services, customer relationships and satisfaction, and on performance. the company.

According to Hristov and Chirico (2019) (apud. Heimerl et al., 2020), employee satisfaction is a key performance indicator (KPI) useful in implementing sustainable strategies. At regional and destination level, job satisfaction can also be a significant driver of sustainable development. A higher level of job satisfaction results in higher quality services, which ensure the added value of the region or destination, contribute to higher levels of customer loyalty and thus provide a secure source of economic prosperity. In addition, it supports a valuable labor market for the local population.

The working atmosphere suggests Heimerl et al. (2020) according to the literature, including the relationship between employees, colleagues and customers are a major factor in job satisfaction. Stamolampros et al. (2019) (apud. Heimerl et al., 2020) found that satisfied employees often mention the work climate and company culture in employer evaluations. Several studies have shown that relationships with colleagues and clients have a positive effect on job satisfaction. Heimerl et al. (2020) states that staff development, although training has been considered less important than feedback and responsibility, all these factors play a significant role in promoting job satisfaction among seasonal workers. For both seasonal and permanent workers, it has been shown that the opportunity to develop in work influences job satisfaction

3. The Horeca industry in a pandemic context

The Horeca industry is the set of commercial food establishments whose main activity is the production and sale of food for direct consumption outside the home (García et al, 2021).

Saving the possible types of specific units, it basically includes the subsectors that make up the acronym: hotels, restaurants and catering. Although Horeca is a fundamental part of tourism, there is little academic work in this field because it is a difficult sector to study, largely because the stated goal of many official databases is to provide rigorous information about the tourism sector. where to stay. services are clearly prioritized over catering services and because Horeca units are often included under the umbrella of hospitality (García et al, 2021).

Study “COVID-19 crisis in the food and beverage sector. Impact and the Future ”, prepared by IESE Business School (apud.García et al, 2021), reveals that food and beverage managers do not see clearly that, in the short term, consumers will return to their exit habits in a very active way. , indicating a higher likelihood of an increase in home meetings, due to a combination of a greater concern for safety and economic reasons.

On the other hand, states García et al (2021), a very wide selection of gastronomic offers at home increases from the high availability of the dishes that are delivered (Glovo, Deliveroo) just by clicking on an application (El Tenedor, JustEat) together with the order table kits, which provide ingredients and elements that help prepare or finish certain dishes as a new form of effortless leisure. However, against this argument plays the fatigue and desire of the consumer to return not only to the new normal, with the restrictive measures to be experienced in the short and medium term, but also to the pre-COVID situation. This may cause some segments of society to give up security concerns, a problem that was clearly reflected during the Christmas and New Year festivities.

The Horeca sector is particularly fragile and vulnerable to economic cycles and shocks, as the current health pandemic has shown. Due to the COVID-19 pandemic, isolation measures and restrictions on opening, capacity and mobility to limit the virus were adopted in March 2020 (García et al, 2021).The entire hospitality industry and the collective market, including the restaurant, hotel, hospital, nursing home and catering sectors, performed very poorly in 2020. This problem is not only evident in the hospitality industry; the earthquake shaking the sector also causes strong earthquakes in the food and beverage industry (García et al, 2021).

4. Employee Perspectives

In a study by Lippens et al (2021) on the expected impact of the COVID-19 crisis on career outcomes and career aspirations through standardized research on Flemish employees. Fear of negative career impacts due to the COVID-19 crisis has been shown to be significant. More than one in four respondents in our post-stratified sample indicate that they are afraid of losing their jobs because of the crisis. One in seven fears that this will be the case just before the end of the year. It is also surprising that one in four are afraid of missing out on a promotion they would have received if the COVID-19 crisis had not taken place. Fear of negative impacts is greater in vulnerable groups, such as migrants. In addition, it was noted that many respondents believe that they will look at the labor market differently and will have different work-related priorities in the future. More than half of respondents point to an increase in the importance of working conditions and work-life balance since the onset of the COVID-19 crisis. The perceived risk was first presented to the marketing area by Bauer (1960)

(according to Tan et al., 2021), but only at the broadest level. The perceived risk is described as “Subjectively determined expectation of loss” (Mitchell, 1999) (according to Tan et al., 2021). The perceived risk includes uncertainty and negative consequences.

In the field of consumer buying behavior, along with the social and psychological consequences, Roselius (1971) (according to Tan et al., 2021) recognized other consequences, such as physical, safety, time and financial. Researchers have widely used perceived risk theory to clarify consumer behavior in the hospitality and tourism industry.

Tan et al. (2021) suggests that unlike previous pandemics such as Ebola and Lime, in addition to the multiple serious consequences caused by COVID-19, this global outbreak is characterized by its asymptomatic transmission. As a result, individuals may feel vulnerable, scared, and stressed.

Moreover, COVID-19, classified as the perceived external environmental risk, may generate health, financial and functional risks. While the impact of the financial and functional risks of global health crises on organizations has already been examined in the literature, the effect of the global health risk of outbreaks on employees remains unexplored.

Previous studies have shown that job performance can affect employees' attitudes and behaviors at work; when employees are unsure about the future of the job, they tend to withdraw emotionally and behaviorally (Karatepe et al., 2020) (according to Tan et al., 2021). For example, it refers to reduced job satisfaction, work involvement, and trust in an organization; increasing organizational tension; harmful to health and well-being; creating stress, anxiety and depression; aggravation of absenteeism and increased turnaround.

Job dissatisfaction can negatively affect employee job performance, says Tan et al. (2021) by decreasing their subjective well-being. Moreover, job dissatisfaction can harm an organization even when employees exhibit counterproductive or non-compliant behaviors (Maet al., 2019).

5. Research methodology

5.1. General and specific objectives

The motivation for choosing this topic is the need to be aware of the effects of the pandemic on the job satisfaction of Horeca employees.

1. Demonstration of the statistically significant relationship between job satisfaction between men and women.
2. Identify the consequences and results of the correlation between job satisfaction and the current pandemic context.
3. Building the link between job satisfaction and the Horeca field in the current economic context.

5.2 Research hypotheses

1. It is presumed that there is a significant difference in job satisfaction between men and women.
2. It is assumed that there is a positive correlation between job satisfaction and the level of education of Horeca employees.
3. It is assumed that there is a positive correlation between job satisfaction and the position in the company hierarchy.

5.3 Research sample

The working sample is one of convenience, consisting of 51 participants aged between

19 and 46, consisting of 25 (49%) male participants and 26 (51%) female participants. The research participants have 25 secondary education, 25 higher education and 1 participant with secondary education.

5.4. Research tool

To investigate job satisfaction we used the questionnaire developed and calibrated by Ticu Constantin (2004). We used the multi-step evaluation scale to evaluate work performance. This type of multi-step scale consists of a list of aspects, each detailed on several levels.

The “job satisfaction” questionnaire comprises 32 items and identifies three sub-factors: remuneration and promotion, leadership and interpersonal relationships, and organization and communication. Job satisfaction expresses the extent to which the employee is satisfied with the work he performs, both in terms of the way he organizes himself and in terms of the rewards he receives and the interpersonal climate.

6. Research results and their significance

Hypothesis 1: It is assumed that there is a significant difference between job satisfaction between men and women.

Women obtained an average $m = 4.231$ with a standard deviation of 0.603, and men obtained an average $m = 4.692$ with a standard deviation of 0.756. Next, we tested normality.

		Tests of Normality			Shapiro-Wilk		
		Kolmogorov-Smirnov ^a					
gen		Statistic	df	Sig.	Statistic	df	Sig.
Satisfactie generala	masculin	.109	25	.200*	.961	25	.426
	feminin	.086	26	.200*	.964	26	.475

For the interpretation of the calculation results, we are interested in the Sig significance threshold from the Kolmogorov-Smirnov test. This is above the 0.05 threshold, so there are normal distributions and we will use a parametric test method.

In order to validate the hypothesis, we followed the Sig value of the test, this being 0.20, so the hypothesis is not confirmed.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Satisfactie generala	Equal variances assumed	1.676	.202	2.411	49	.020	.4612	.1913	.0768	.8457
	Equal variances not assumed			2.400	45.879	.020	.4612	.1921	.0744	.8480

In September 2020, Zhiyu Feng and Krishna Savani made a study that concerns job satisfaction in the context of the pandemic. The study took place on April 15 published a study made to determine if there are significant differences between women and men in what 2020-4 May 2020, during a state of emergency and quarantine. 300 people participated who they work full time, living with a partner in the same situation as them. Although the literature has shown that there are no significant differences between women and men in terms of performance and job satisfaction today pandemic context, the situation has changed. What is different is that people who have currently registered differences are those who have children. If before the pandemic, women got similar results to men in that in terms of job satisfaction, after the pandemic they recorded different results, namely that they do not have a level of satisfaction as high as that of men. The women got results significantly lower than men, reporting a level of productivity and satisfaction of work much lower.

Hypothesis 2. It is presumed that there is a positive correlation between job satisfaction and the level of education of Horeca employees.

People with high school education obtained an average $m = 4,440$ with a standard deviation of 0.634, and people with university studies obtained an average $m = 4.444$ with a standard deviation of 0.799. Next, we tested normality.

Tests of Normality^a

	Kolmogorov-Smirnov ^b			Shapiro-Wilk			
	studii absolvite	Statistic	df	Sig.	Statistic	df	Sig.
Satisfactie generala	liceale	.104	25	.200*	.969	25	.612
	universitare	.122	25	.200*	.961	25	.445

To interpret the results of the calculations, we are interested in the significance threshold Sig de at the Kolmogorov-Smirnov test. This is above the 0.05 threshold, so there are distributions normal and we will use a parametric test method.

Correlations

	Satisfactie generala	studii absolvite
Satisfactie generala	Pearson Correlation	1
	Sig. (2-tailed)	.702
	N	51
studii absolvite	Pearson Correlation	-.055
	Sig. (2-tailed)	.702
	N	51

As can be seen, the results obtained are a negative correlation, but statistically insignificant, so the hypothesis is not confirmed. In 1984, C. Mottaz conducted a study to test job satisfaction according to the academic level of employees. It was performed on 1385 full-time employees. Using a four-step Likert scale questionnaire, the level of job satisfaction was determined. Thus, this study concluded that the level of education influences job satisfaction. In people with higher education, the level of education has a positive effect on the intrinsic

values of work, but a negative effect on the extrinsic ones. People with higher education have given more importance to autonomy, while people with lower education have given more importance to rules. These results were obtained by both women and men.

Another study by Eyupoglu and Saner (2009) found this inconsistency in the study of anahaja. This study examines the effects of academic rank on the level of job satisfaction of academics in Northern Cyprus. The results indicate that 14 professors, assistant professors and lecturers with a doctorate enjoy only moderate levels of job satisfaction, while associate professors and lecturers with a master's degree enjoy even lower levels of job satisfaction. It was also found that job satisfaction did not increase progressively with the academic class, this result being inconsistent with the results found in the literature indicating a progressive increase in job satisfaction in relation to rank. In addition, the results indicate that when the 20 different aspects of the job are examined individually in relation to their effects on job satisfaction, only 4 of the facets of academics' job, namely advancement, compensation, co-workers and variety, are significant. statistical. related to academic rank. This indicates that academic rank affects the levels of satisfaction associated with advancement, compensation, co-workers, and variety. academic ranks, for most aspects of their position examined in the study.

Hypothesis 3: It is assumed that there is a positive correlation between job satisfaction and the position in the company hierarchy.

Means and medians are as follows:

- Manager: mean m = 4,617, median = 4,500;
- Bartender: mean m = 4,037, median = 3,950;
- Cashier: mean m = 4,440, median = 4,200;
- Waiter: average m = 4,400, median = 4,300;
- Wardrobe: average m = 4,680, median = 4,700;
- Help bartender: average m = 3,960, median = 3,700;
- Waiter help: average m = 4,860, median = 4,900;
- Help to the help waiter: average m = 4,700, median = 4,500;
- Security agent: average m = 4,660, median = 4,700.

Next, we tested normalcy.

Tests of Normality

	Kolmogorov-Smirnov ^a	Statistic			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Satisfactie generală	ocupatie						
	manager	.191	6	.200*	.918	6	.488
	barman	.161	8	.200*	.980	8	.964
	casier	.322	5	.100	.821	5	.118
	ospatar	.175	7	.200*	.909	7	.389
	garderobier	.141	5	.200*	.979	5	.928
	ajutor barman	.226	5	.200*	.916	5	.502
	ajutor ospatar	.236	5	.200*	.870	5	.265
	debarasator	.213	5	.200*	.935	5	.634
agent	.141	5	.200*	.979	5	.928	

securitate

For the present research, we are interested in the significance threshold Sig from the Kolmogorov-Smirnov test. From its analysis, it results that we have an asymmetric distribution, because for the cashier variable the Sig significance threshold has a value below 0.05, so that a non-normal distribution results, and for the other variables the Sig significance threshold has a value above 0, 05, so that a normal distribution results. Given the values obtained, I will apply a non-parametric test method, namely Spearman.

Correlations

Satisfactie generala

		ocupatie		
Spearman's rho	Satisfactie generala	Correlation Coefficient	1.000	.202
		Sig. (2-tailed)	.	.156
		N	51	51
	ocupatie	Correlation Coefficient	.202	1.000
		Sig. (2-tailed)	.156	.
		N	51	51

As can be seen, the results obtained are a positive correlation, but statistically insignificant, so the hypothesis is not confirmed. In 1998, C. Robbie et al. Conducted a study to measure job satisfaction in depending on the position occupied by the employees in the hierarchy of the company where they work. The study was performed per person up to 45 years old, who worked for that company for at least 3 years. The study showed that people with higher positions in the company hierarchy obtained results higher job satisfaction, while people in lower positions achieved results low to job satisfaction. Locke (1976) (apud. Kampini, 2018) defined job satisfaction as a pleasant or positive emotional state that results from the evaluation of one's own job or professional experiences ”.

Olson and Zanna (1993) (apud. Kampini, 2018) argue that while attitudes about attitudes such as cognition, emotional reactions, and behaviors provide a useful framework for examining attitudes, not every attitude should contain each of these three components. Rather, specific attitudes toward the same object may be based on either a cognitive, affective, or behavioral background. The three major dimensions of justice have consistently been positively linked to job satisfaction, so employees who experience organizational justice tend to report greater job satisfaction than those who do not. faces organizational injustice. In addition, satisfaction with one's salary level has been closely linked to procedural justice.

Kampini (2018) wanted to know the ways in which the organizational structure helped employees to get job satisfaction. The results of this question show that most employees have achieved job satisfaction by delegating work and receiving benefits. Bill (2001) (apud. Kampini, 2018) said that delegation is the assignment of responsibility and authority to someone to perform a clearly defined and agreed task, while you retain the ultimate responsibility for its success. The delegation incorporates the empowerment of your

colleagues through effective leadership and can be directed in any direction and used in any organization.

Conclusions

Thus, this research has all the proposed objectives met, regarding the identification of the relationship between job satisfaction and employee education, respectively between job satisfaction and hierarchical position in the company and identifying comparisons between men and women in terms of job satisfaction in the pandemic context. The three proposed hypotheses were not validated. Due to the resulting significance thresholds, the existence of a real effect of the variables was not noticed. Thus, several studies were presented for the phenomena encountered.

It should be noted that this research also has a number of limitations, which makes it difficult to draw certain conclusions. This research used questionnaires that measure job satisfaction, which includes all the variables measured in the hypotheses, but which do not measure all of its dimensions, but only those measured during the research. Also, the fact that the tools used involved a self-assessment increases the risk of errors and thus the difficulty of validating the results. This has been an impediment to research, as it involves the subjectivity of each person. Another limitation is that of honesty, we can only assume that they responded honestly to the tools used. Also, the fact that the request took place entirely online led to the impossibility of monitoring the respondent during the completion of the questionnaires, which does not provide concise data about their reactions and their correct completion. Another impediment was the lack of access to all bibliographic sources that could be used in the theoretical framework. Another limitation is the group of participants, because the sample in this research is considerably smaller than the samples used in the established studies. That being said, there is a limit to generalizing the results to other populations.

The tools used were applied with the help of the online environment, so that certain disturbing phenomena, such as anxiety to be tested or pressure, could be reduced, which compensates for the lack of surveillance option. Regarding the further development of this study, it is necessary to carry out further research on a different sample, as the results obtained cannot be generalized. It is also necessary to introduce several component variables of the size of job satisfaction in a pandemic context in order to evaluate it. In conclusion, we can say that there is no significant correlation between job satisfaction and the level of education of employees, which shows that not every general stereotype about people is true, but there is a need for further studies on a larger scale to determine the exact causes of this phenomenon. We can also say that there is no significant difference between men and women in terms of job satisfaction in the current pandemic context. Another refutation of the hypotheses was made regarding the correlation between the position occupied by the employees in the company hierarchy and the job satisfaction.

Limits

The limits of the study can be given, on the one hand, by the aspects related to the sampling methods and the possibility to generalize the obtained results, and on the other hand, by the specificity of the correlational relations, the experimental approach of these digital contexts based on the influence of several Environmental factors that make each participant seem to be limited to the participants' experience, as well as the interaction restrictions given by the virtual examination method. The experimental analysis of these characteristics of job

satisfaction may be limited by the current situation of the epidemic which imposes certain social and financial limits due to the restrictions implemented by law.

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