

JOB SATISFACTION DURING COVID-19: A REVIEW OF VARIOUS SECTORS

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ABSTRACT

The year 2020 brings drastic changes in everyone's life as the wide spread of corona virus, popularly known as COVID-19 changed the life and working style of everyone. To control the spread of COVID-19, the government of various countries imposed travel restriction, social distancing and finally lockdown. Organizations were shut down and people were required to stay and work from home. But some people are required to go for job because they are needed to fight Corona virus like Doctors, Nurses, Sweepers, Police and many more. They are commonly known as COVID-19 warriors. Their services are required to save the life of people suffering from COVID-19. At the same time to keep the economy working, people are required to work from home. This research paper tries to find out what all factors influence job satisfaction of people working in various sectors during COVID-19. The major focus of this paper is on frontline workers, IT sector, Hospitality Sector and Education sector. These sectors are chosen because they play a major role during pandemic. Since it is a review paper, number of research papers with good number of citations were reviewed and taken for the present paper. The result of the study highlights remarkably interesting facts that no doubt frontline workers were exposed to risk of virus, fear of virus in their mind all the time, still they work hard to save the life of number of people and feel happy and satisfied because their work is recognized and appreciated all over the world. But few factors which influence their satisfaction was long duty hours, less sleeping and rest time, extra workload, less training to junior staff, pay not according to work and staying away from family. Whereas for others sectors major reason of dissatisfaction was financial concern, excessive workload (home and office) career growth, job security, lack of knowledge of technical know-how, internet issues, unavailability of proper electronic gadgets, working environment. Hence, this paper will be helpful for the management of different sectors to work on various factors affecting their employee satisfaction, which in turn improve the organization productivity, profitability, and employee loyalty.

Keywords:

Frontline workers, Education sector, IT sector, Hospitality Sector.

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INTRODUCTION

The year 2020, ends with the fear of recession (2008) due to the wide spread of coronavirus, popularly known as COVID-19. It was first reported in December'2019 in Hubei province of Wuhan, district of China. It has infected millions of people all around the globe and claimed

millions of lives with the number of cases increasing continuously. On 11th March' 2020 WHO declare it as pandemic that has called the countries all around the world for compulsory social and economic lockdown to control the disaster.

Initial discovery in Hubei, Wuhan province of China- December'2019.
WHO declares it Public Health Emergency of International concern- 30 th January'2020.
WHO declares it Pandemic state-11 th March'2020.
208 countries were infected by the virus- 5 th April'2020.
WHO declares 7.5 million of people were infected all around the world by mid June' 2020
More than 40 million people were infected by October'2020.

68,165,877 confirmed cases of COVID-19 including 1,557,385 death, reported WHO on 10th december'2020.

Reasons for the increased cases of COVID-19

1. In most of the countries very few screening test were done at the start of pandemic. (Cossarizza, De Beasi, Guaraldi, Girardis and Mussini, 2020)
2. In the beginning peoples were ignoring symptom due the fear of expenses.
3. In the beginning Human Resource Management adopt inappropriate measure by not sanctioning sick leaves to the candidates and candidates with symptom attending office which lead to increase in the spread of infection.
4. Another reason is one's attitude towards pandemic.

Travelling from one place to another, restriction on handshake, mass gathering, social distancing, use of mask, sanitizer, personal hygiene, prolonged lockdown and work from home were suggested as preventive measures to flatten the curve of COVID-19 cases. It has critically impacted trade, economy, and social lives of human everywhere. To control the spread of virus all social gatherings and commercials were required to remain suspended, people were required to stay inside the house, organization were shut down only offices could operate that is too while working from home, only companies with essential services were required to remain open after following rules and regulations prescribed by the government. Humans are struggling to keep themselves and loved ones free from infection. Every individual, every organization unit is trying to adapt new way of doing things. Rather entire world is changing their way of working which they were following since last few decades. To keep the economy moving, people engaged in work from home and working remotely took birth. However, months of isolation, no travelling, no social gathering with friends and family, no outside shopping, movies and working from home somewhat brought psychological distress and mental stress among

the people. It started affecting mental and physical health of people.

To fight with the virus the services of doctors, nurses, sweepers, administration were required. The time when everyone was working from home, they were the ones who were going to their jobs and fighting with the virus while keeping their lives in hand. In saving the life of COVID-19 suspected or infected patients many doctors, sweepers, nurses, and people in administration got infected and lost their lives but they saved lives of many people. Their services cannot be ignored and must be appreciated by the whole nation, which motivates them to work harder.

People from all over the nation even while working from home hold their positions and worked hard to save the economy from downfall. The services of anyone cannot be ignored in saving the economy. Like in education sector, teachers started taking classes and exams from home and saved one precious year of education in students life.

The emergence of COVID-19 creates inquisitiveness among people and call for research work on it. Though lot of research work has been done on various aspects of COVID-19 like its impact on mental health, physical health, educationist, IT sector, doctors, nurses, police, hospitality industry but not much work is done on job satisfaction of people during COVID-19. To fill the gap this research paper tries to find out job satisfaction of various sectors like frontline workers (doctors, nurses, police), IT sector, Education sector, hospitality sector during COVID-19, under one roof.

Job satisfaction

Job satisfaction is the most studied topic of research in management literature. (Dixit & Dean, 2018; Lee & Chelladurai, 2018; Jung & Takeuchi, 2018). The term job satisfaction means different thing to different people. For some it is attitude of

people towards their job, related factors, and life in general. For some it is combination of psychological and situational factors that makes a person to say that I am happy and satisfied with my job. For some people, it is like a job and they are ready to go for it without getting sad. According to Togia et al. (2004) job satisfaction is fulfilling of employee's need at the workplace. In the words of Sharma & Khanna (2014) it is degree of positive feeling which individual possesses for their job. In the words of Kabir & Praveen (2011) it is measured by the content that people have for their job and influenced by number of factors like motivation, performance, and leadership. Thus, job satisfaction itself is a relative aspect as it is the overall feeling of an individual about the job and the environment where one is performing his/her job and influenced by number of factors like financial, technological, physical, psychological. In the words of Rose (2011) it is a two-dimensional concept one is internal factors and other is external factors. Internal factors are totally dependent on individual personal characteristics like job enrichment, relationship with colleagues, supervisor, and abilities to use skills on job. The work of (Luthans, 2006; Griffen & Moorhead; 2009) on the related aspect shows nature of work employees perform directly influences his/her level of satisfaction. External factors are totally depended upon the situation in which one works like salary, job security, promotion and many more. It is justified by the work of Robbins (2004) which states that the pay plays an important role in influencing the job performance and employees want to join those jobs which have definite and fair payment system.

LITERATURE REVIEW

As mentioned earlier job satisfaction is the most researched topic in management, lot of research work has already been done on its every aspect. Like job satisfaction of teachers (kindergarten, school, college, government-private school, Higher Education Institutions), IT sector, retail sector, manufacturing sector, hospitality sector,

doctors, nurses, clinical staff, pharmaceutical sector, sweepers, police and many more. The outbreak of COVID-19 increases the scope for research work. Much of research has already been done on it and lots of work still going on. Researchers have worked and still working on the impact of COVID-19 on different sectors and factors influencing job satisfaction of people working in different sectors.

The work of Markovits et al. (2014) on earlier crisis shows that economic crisis has a negative impact on employee work related outcome like job satisfaction and commitment. kim & Niederdeppe, (2013) work shows that organizational support at the time of crisis or disaster act as a cushion against anxiety, depression, work tension, job dissatisfaction. The work of Watkins et al. (2015) shows organization response to crisis play an important role in influencing employee job satisfaction. It acts as a perception that organization has acted appropriately and effectively in assisting employee during crisis reduces their psychological and physiological strain.

The following paragraphs cover review of literature on various sectors-

Doctors

Health care workers are also known as frontline workers who take care of patients whenever epidemic or pandemic situation arises like measles, Ebola, scarlet fever, HIV/AIDS, SARS, MERS or Flu of 2013, H1N1, H5N1 Jun et al. (2020). The mixture of organizational stress and exposure of healthcare workers to COVID-19 makes them more susceptible for acquiring and transmitting it to others Neto et al. (2020). In the words of Hassan et al. (2020) it is organizational stress which causes spread of disease and increase in the number of injuries among healthcare workers. Organizational stress plays an important role in influencing job satisfaction. If it (organizational stress) acts as a motivator it led to creativity, remove boredom, and gives job satisfaction and if act a negative factor it led to

aggression and job dissatisfaction. On the other hand, job satisfaction act as a regulating factor for stress as it protects the workers from stressors, Houbobui et al. (2017). The work of (Cocco et al., 2002; & Wong et al., 2005) on health workers during other epidemic revealed that they were exposed to high psychological risk of anxiety, depression, stress, and burnout. Similarly work of Lai et al. (2020) and kang et al. (2020) highlight that frontline healthcare workers who directly involved in diagnosis, treatment and care of COVID-19 affected patients were found more severe with the symptoms of anxiety, depression, and stress in comparison to those who were not working on frontline. The work of Heath et al. (2020) and Shanafelt et al. (2009) shows that individuals who were working in healthcare services are more prone to burnout syndrome and found less satisfied with their job and other activities in comparison to those who were not directly involved in it.

Nurses

In the words of (Kabbash et al., 2020; & Semachew et al., 2017) organizational stress and job satisfaction play a crucial role in influencing workforce productivity. It is very necessary to maintain high level of job satisfaction among healthcare workers especially in nurses to achieve high level of medical service. Similarly, in the words of Mo et al. (2020) it is of paramount importance to take care of nurse health as they play a major role to control and manage these infectious diseases during epidemics. In addition, frontline nurses who works directly in dealing with coronavirus patient and saw them suffering and dying, affect their mental health and cause compassion fatigue Alhabri et al. (2020) and stress manifestation Kameg. (2020). The work of (Pappa et al., 2020 & Mo et al., 2020) shows higher level of anxiety and depression in nurses as compared to general population. Hence, it is particularly important to take care of nurse's mental health during any epidemics and pandemic

in order to make them able to provide best mental and physical services.

Police

Policing is one of the most mental challenging job as it requires long working hours, shift rotation, hypervigilance, threats of violence, lack of support from public creates chronic stress (McCarty & Atkinson, 2012; Hartley, Buehrfel, Fekedulegn, Andrew & Violanti, 2011; Terrill, Paoline, & Manning, 2003; Paoline, 2003). This stress leads to mental problems in officers more than general public even before dealing with additional work of pandemic challenges, stress and uncertainty Hartlet et al. (2011). The reason behind this mental stress is working environment, culture, continuous shift scheduling, presumably higher exposure to stressful events and post traumatic stress disorder. (PTSD; Marmar et al., 2006; Collins & Gibbs, 2003; Crank & Caldero, 1991; Brown & Campbell, 1990). Consequently, Law enforcement officers suffers more than general public from depression, familial strife, misuse alcohol and commit suicide. (Menard & Arter, 2013; Wang et al., 2010; Rees & Smith, 2008). According to Anshel (2000) police is responsible for smooth functioning of the society by maintaining law and order which is only possible once they are satisfied with their work. Therefore, it is very necessary to consider their dissatisfaction and stress.

IT

Moro (2020) did an extensive research on top 15 IT companies of US by collecting data from social media platform Glassdoor. The result of the study shows that positive attitude of peers plays a major role in influencing employees job satisfaction and excessive work pressure or load is the extensive reason for job dissatisfaction. Similarly, Diala Inf, S. (2010) conducted a study on IT employees of D.C found that autonomy and chances for promotion are the major reason in influencing job satisfaction of IT employees.

Hospitality

According to Jung et al. (2020) imposition of lockdown lead to decline in travel rate, hotel industry suffers a sales loss due to less occupancy. COVID-19 endanger negative psychology in employees like fear or stress Baum et al. (2020). The work of Lee & Park (2019) shows that due to highly intensive competition in hotel industry there is a constant need of happy, satisfied, motivated, and engaged personnel who will become strong base for delighted customers.

Education Sector

In the words of Sharma & Jyoti (2009) dissatisfaction among employees is dangerous for any profession but it is suicidal if it is in teaching profession. Quality in teaching and learning can only be improved once teachers are satisfied with their job Chen et al. (2006). Similarly, the work of (Saner & Eyupoglu (2012) shows job satisfaction of academicians, their commitment, their retention is crucial to effective academic institutions. Sirin (2009) until and unless people maintain positive attitude towards their profession, they will fail in

their professional career inevitably. The work of Kelly (2009) indicated that the reason for low satisfaction among academicians were pay, university administration policy, availability of resources and working conditions. According to Bretz & Thomas (1992) job dissatisfaction among people with their job lead to poor job performance. Hence, when teachers are satisfied with their jobs, they perform their responsibilities with more devotion and concentration.

Various Sectors

There are number of sectors in every economy and each sector is affected on its own way by different situation in every economy. It means the degree of impact is different. Year 2020 has shaken the economy very badly due to the emergence of COVID-19. Some sectors are affected very badly whereas the impact on some sectors is low. This paper shows the impact of COVID-19 on job satisfaction level of doctors, Nurses, Police, IT employees, Hospitality employees and Educationist.

S.NO.	Author & Year	Field, place	Journal	Variables	Findings
1	Xiaoyan, Yu et al. (2020)	Frontline Medical Staff, China	Frontiers in Public Health	Demographic factors, MSQ	1. Participants were found satisfied at decent level on all the aspects except work-intensity, environment, condition and salaries. 2. Self- participants were found more satisfied as compared to participants arranged by hospital. 3. Other influencing job satisfaction factors were- daily sleep, education, experience, form of participation and work duration.

2	Dinibutan, S.R. (2020)	Physicians working in Izmir, Turkey.	Journal of Healthcare Leadership.	Demographic factors. Maslach burnout inventory.	Physicians who were directly involved in COVID-19 had a sense of meaningfulness, accomplishment which leads to lower their burnout and increase their job satisfaction.
3	Zhanng, S. X. et al. (2020)	Healthcare workers in hospitals, clinics, pharmacies, emergency ward, nursing home, first aid Centres. Bolivia-South America.	MedRxiv	Demographic factors. Life satisfaction, job satisfaction and turnover intention.	1. Office days and age play a crucial role in influencing job satisfaction. 2. Young staff shows negative relation between office days and job satisfaction, life satisfaction and turnover intention. 3. Older staff shows positive relationship between these variables.
4	Said, R. M., & El-Shafei, D. M. (2020).	Zagazig Fever Hospital (ZFG), Zagazig general Hospital (ZGH), Egypt.	Environmental Science and Pollution Research.	Demographic factors. Expanded Nurses Stress Scale (ENSS), McCloskey/Muller satisfaction Scale, Other COVID-19 stressors were derived from US national Centre for posttraumatic stress disorder 2020 and MERS-COV staff questionnaire.	The major reason of dissatisfaction were excessive workload, dealing with deaths, fear of infection, personal fear and demand, strict biosecurity measures and stressful working environment.
5	Leodoro J. Labrague RN, DM. & Janet Alexis A. de Los Santos	Nurses working in public and private hospital in	WILEY	Job Stress Scale, Job satisfaction Scale and 2 single items to measures turnover intention.	Fear of COVID-19 play an important role in decreasing job satisfaction and thereby increasing

	RN. (2020)	Philippines.			psychological stress and intention to leave profession and organisation.
6	Sadiq, M. (2020).	Constable ranked police employees working in Punjab province of Pakistan.	WILEY	Workload, Work Family conflict, stress and job dissatisfaction.	Excessive workload led to increase work-family conflict and thereby stress and job dissatisfaction.
7	Arora, S., & Vyas, S. (2020).	IT employees of Bengaluru, Gurugram, Pune and Mumbai.	Mukt Shabd Journal.	Demographic factors, MSQ	1. Work insecurity was the main reason of job dissatisfaction. 2. Intrinsic factors requires management attention.
8	Deepanshi. & Arrawatia. (2020).	IT Employees of HCL and TCS.	International Journal of Disaster Recovery and Business Continuity.	Demographic factors. Other factors were- Distraction at home, Communication with co-workers, keeping regular schedule, internet connectivity, access to information and tools, anxiety, sick and tired healing others who are sick.	Major factors behind their dissatisfaction were poor internet connection, too much distraction at home, lack of communication with co-workers.
9	Tan Vo-Thanh et al. (2020)	Vietnamese full-time Hotel employees.	Journal of sustainable tourism.	Satisfaction with organisation COVID-19 Response, Perceived Job Insecurity, Job Performance, Perceived Health Risk due to COVID-19.	Employee satisfaction with organisation COVID-19 response play a crucial role in reducing perceived health risk, job insecurity and increase job performance thereby.

10	Raisinghni, M. (2020)	115 government and private school teachers, Ahmedabad	Purakala	Workload, salary, management system, co-workers' attitude, interpersonal relationship with management, personal security, culture, guidance from seniors, interest, facilities, interest, use of personal skill and abilities, better ways of doing things, promotion.	Government school teachers were not found satisfied on the dimensions of new method of teaching and lack of proper education facilities whereas private school teachers were not found satisfied on the dimensions of job security, workload, management support and attitude.
11	Gauda, H. (2020)	384 young faculty members of various Egypt Universities.	International journal of Advanced and Applied Sciences.	Sociodemographic factors. Others factors were attitude towards university, satisfaction, safety/security, overall job satisfaction.	Teachers sense of security and thereby job satisfaction is mainly influenced by how much active and prepared their organisation is for fighting with any crises.

Healthcare workers (Doctors, Nurses)

During the global response to the epidemic, services of healthcare workers are undoubtedly needed, but they are the one who are highly exposed to this contagious disease. Number of healthcare workers serving on frontline during COVID-19 were found infected and have been quarantined after exposure. Neto et al. (2020). Due to the sudden outbreak of COVID-19, workload and infections increased in a short period of time. The higher risk of infection, more physical and mental workload, causes anxiety, depression, mood swings, rehabilitation among medical team which influences their job satisfaction level. To measure the factors influencing job satisfaction of frontline workers in China, first study was conducted by Xiaoyan et al. (2020) on 455 medical staff who were sent to Hubei, province of China and worked on frontline

during COVID-19. The Minnesota Satisfaction Questionnaire was used to collect the data. The results were shocking, the level of job satisfaction was found higher than previous job satisfaction studies on medical staff. They were found pretty satisfied at decent level. They were highly satisfied with relationship with colleagues, work recognition and work fulfillment. They show lower satisfaction on the dimensions of anti-epidermic work intensity, salaries were low in comparison to workload, working condition as well as environment. Other influencing factors were work experience, daily sleeping duration, form of participation, work duration, and education. The concerned management are required to pay attention on various factors influencing job satisfaction of medical employees by ensuring ample time for sleep and rest, training to junior staff and by increasing the emergency

response. This study was approved by Xiangya School of Public Health of Central South University. Similarly, Dinibutan (2020) conducted a study on 200 Physician working in public hospital, Turkey found that physicians who were actively involved in the fight against coronavirus had a high level of satisfaction and less burnout because they had strong feeling of accomplishment that they did something for COVID-19 infected people.

In a similar manner, the study conducted by Zhang et al. (2020) on 240 healthcare workers of Bolivia city, South America reveals that number of office days influences healthcare workers job satisfaction, life satisfaction and turnover intention, but it is different for different age group. Young generation shows negative relationship between office days and job satisfaction, life satisfaction, turnover intention whereas old age healthcare shows positive relationship between office days, job satisfaction, life satisfaction and turnover intension. Moreover, redeployed health workers were less satisfied and requires more attention, and there was no change in the job satisfaction level, life satisfaction level, turnover intention of regular and temporary working healthcare workers. Hence, management is required to work on office days to influence the satisfaction level of healthcare workers.

Nurses

The working environment of nurses is not less challenging and stressful than professionals/ doctors during this pandemic. They were also playing major role in serving the society by taking care of suspected and infected COVID-19 patients. El-Shafei & Said (2020) conducted a research on nurses who worked on frontline in Zagazig city, Egypt to measure their occupational stress, job satisfaction and intention to leave organization. Two groups were taken for study group 1 consist of 210 nurses working in ZFH (Zagazig Fever Hospital) one of the triage hospital and group 2 consist of 210 nurses working is ZGH (Zagazig General Hospital) neither triage nor isolation during COVID-19. The major reason of

stressors among ZFH nurses were increase in workload, dealing with deaths, personal fear and demand, strict biosecurity measures and stigma whereas exposure of risk infection was major stressor in ZGH nurses. This stressful work environment creates dissatisfaction among nurses and create tendency among them to leave their job in future. This condition requires management to adopt strategies to reduce job related stress which will lead to increase in job satisfaction and decrease in turnover intention during these difficult times.

Similarly, Leonardo & Janet (2020) conducted a study on 261 nurses working in 3 public and 2 private hospital in Philippines to measure the fear of COVID-19, work satisfaction, psychological distress, and intent to leave their profession and organization during such critical time. The result shows fear of COVID-19 was high in part time and contracted nurses than full time nurses. The reason behind this fear among those nurses was due to not attending proper training programs. This fear of COVID-19 lead to decrease in job satisfaction and increase in psychological distress, and intention to leave profession and organization. The management is required to chalk out policies for proper training of nurses which lead to increase in job satisfaction, decrease in psychological distress and intention to quit profession and organization.

Police

Policing also play a crucial role in curving the spread of corona virus because they are responsible for maintaining law and order in the economy. Maintaining law and order requires 24x7 duty which makes life more stressful and lead to imbalance work-family life imbalance. Law enforcement officer's life is more stressful during crisis than general population because they are required to respond service calls when others are staying at home. While implanting the rules to curb the spread of COVID-19 police is required to arrest people, punish them who is violating the rules and in doing the same 935 policemen were found COVID-19 positive and 17 died Rafeeq &

Waseem (2020). In order to know the COVID-19 impact Sadiq (2020) conducted a study on 247 constables working during lockdown in the Punjab province of Pakistan to know if excessive workload caused work family conflict, job stress and dissatisfaction thereby. The result of the study is in line with the previous studies that increment in the workload lead to disbalanced work-family life and increment in stress and job dissatisfaction thereby. Here, work-family conflict act as a mediator in influencing job stress and satisfaction. Management is required to pay considerable attention to reduce workload which is bit difficult during this situation and take care of their personal health by providing PPE kits and proper training to them, which will reduce their stress and increase job satisfaction.

IT Sector

In India, IT sector play an important role in GDP Contribution, in providing employment and in the development of the economy. According to the Indian Brand and Equity Foundation'2019 IT sector contributes 7.7% to the country's GDP and provide employment to 27% population. It has become the hub for digital capabilities in the world with around 75% digital talent presence. All these factors make it important to analyze the impact of COVID-19 on it. Arora & Vyas (2020) conducted a study on 207 IT employees of Pune, Mumbai, Bengaluru, Gurugram to know the factors impacting their job satisfaction during COVID-19. Working condition, chances to try own methods of doing the job, relationship with co-workers were the major factors in influencing employee job satisfaction during COVID-19. Whereas employment security was the major factors causing dissatisfaction, which can be due to fear of job insecurity arising during COVID-19. Moreover, extrinsic satisfaction factors were found positive and Intrinsic factors calls for the management attention to work on it to increase employee job satisfaction. It also shows different

satisfaction level for different age group, gender, and managerial and non-managerial group.

Similarly, Deepanshi & Arrawatia (2020) conducted a study on IT employees of HCL and TCS and found that employees were satisfied while working from home because they were able to spend some time with their family and feel little safe during such critical time but the major factor influencing their satisfaction were internet connectivity, too much distraction and communication with co-workers is hard. Other minor factors were, difficult to follow routine at home, excessive workload, poor body posture caused body pain and giving time to both home and household work caused stress. The management is required to give proper Dongle for smooth functioning of internet, proper furniture facilities to reduce body ache and balanced work which can be managed.

Hospitality Sector

To control the spread of highly transmissible disease, government of various counties-imposed travel restriction, social distancing, stay at home and then complete lockdown. These measures are necessary to save the life of people all around the globe. But these measures, hit hospitality industry extremely hard. As per the survey and research, hospitality industry will take time to come back on its normal track. No doubt employers of every sector suffer a lot but its impact on employees is no less. What these employees would do while sitting at home? Seeing the situation so many employee's change their profession and choose those areas where they can get quick cash flow. Some employees were feeling safe at home and were hesitated to go and join job due to fear of spread of virus. All were stressed due to financial crunch, job insecurity, spread of disease. But some employees stick, trust their organization and waiting for their situation to become normal. They were those employees who were satisfied with their organization and they trust their management for the steps they will take to save their employees from COVID-19 situation. A study conducted by Thanh et al. (2020) shows that employee

satisfaction with organization COVID-19 response (SOCV19R) influence employee performance positively. It also shows that when employee is satisfied with organization response to COVID-19 than it mitigates the positive influence of perceived health risk due to COVID-19 on perceived job insecurity. Moreover, employee satisfaction with organization COVID-19 response reduces negative relationship between job insecurity and job performance and strengthen the relationship between perceived health risk due to COVID-19 and job performance. Thus, it can be concluded that the satisfaction of employees with their job during COVID-19 depends on organization methods of dealing with it. That is, how organization are fighting with it keeping the well-being of everyone in mind whether they are employees, customer, or suppliers.

Education sector

The education sector is not escaped from the effect of COVID-19. It totally changes the pattern of teaching from blackboard to online teaching. It effects both teachers as well as students. But the best part of adopting this medium during this critical time is it saves the crucial year of education in student's life. Rajsinghani (2020) conducted a study on teachers of government and public school of Ahmedabad to know what factors influence the job satisfaction of teachers during COVID-19. The result of the study shows that due to lockdown government school teachers were not equipped with proper facilities to take online class and new pattern of teaching causes dissatisfaction to them. Whereas private school teachers were dissatisfied with job security, workload, attitude, and management support. The management of both kind of schools are required to pay attention to factors influencing teachers job satisfaction because it effects their job commitment, job performance, and turnover intention.

Similarly, Gouda (2020) conducted a study on young academic staff of Egypt Universities to know the relationship between crisis management, security, and job satisfaction. The result of the study found strong and positive relationship

between the three. It also shows that staff was found satisfied with their universities because they believe that their universities was prepared for any type of crisis including COVID-19. It also reveals that if they do not feel secure in their job than they will not appreciate the work environment which lead to negative attitude i.e. job dissatisfaction, towards the organization, which is not beneficial for any organization. Therefore, every organization is required to pay attention to the crisis management because it influences employee security and thereby their job satisfaction.

CONCLUSION

Doctors were found relatively satisfied even after being exposed to risk of infection during pandemic because they felt the entire world depends upon them, need them to fight with this widespread disease and found happy with their work recognition and appreciation from all around the world. But there were few factors which influence their satisfaction and they were lack of time to sleep and rest, excessive workload, staying away from family, lack of training to junior staff, caused mental stress and burnout but satisfaction can be increased if focused could be given to their proper sleep and rest time, training to junior staff, reduction in office days and workload and compensating them with appropriate salaries.

Nurses were found satisfied once they realized that their work is also recognized and appreciated all around the world but the major fear of dissatisfaction among them was fear of infection, number of deaths, excessive workload, lack of training to deal with situation and equipment's, strict biosecurity measures all this led to psychological distress. Their satisfaction can be increased by giving proper training to them and reducing workload.

Police were not found satisfied due to fear of COVID-19 infection, heavy workload and disbalance in their work and family life. Administration is required to give training about PPE kits use and benefits, chalk out proper policies to reduce their workload and thereby

disbalance in work and family which lead to increase in their satisfaction level.

IT employees were found satisfied because they were feeling safe while working from home, able to spend time with family, taking care of family and helping partners in household chores. But major factor which put threat to their satisfaction was job security. The fear of losing job, reduction in pay caused anxiety, depression, mood swings and dissatisfaction to them. Other minor factors causing dissatisfaction were poor internet connectivity, working condition, lack of communication with co-workers, too much distraction, excessive workload (home and office). Management need to work on it by providing proper Dongle, furniture to the employees, reducing workload, arranging proper and timely communication and coordination among employees.

The study on hotel employees reveal that employee satisfaction is also influenced by how organizations are responding to economic disaster or dealing with it keeping in mind its corporate social responsibility towards employee, customers, society, and stakeholders. It is important because all this disaster put psychological stain on employees. When employees are satisfied with organization's response to COVID-19 than it reduces their job insecurity, perceived health risk with it and improves job performance. Therefore, it can be concluded that except financial support, job security, organization response to crisis play a crucial role in influencing employee job satisfaction.

The study on education sector also reveal the same that their sense of security and thereby job satisfaction depends on how much active and prepared their organizations are for such crisis. Once they believe that their organization is prepared for it then they feel secure and satisfied with their job. Other factors affecting teachers job satisfaction was management support, job security, extra workload, management attitude, lack of facilities to take online classes and new

pattern of teaching. Management of every school is required to give training to teachers how to use devices to give online classes successfully, make all possible arrangements of required devices, reduce excessive workload, need to support in every way and finally pay their salary on time and make their job secured so that they feel satisfied and happy.

Scope for future research

1. In future research can be taken on other uncovered sectors.
2. Research can be taken by making comparison between any sectors.

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