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Job insecurity, Job Instability, and Work Satisfaction Context of the COVID 19 Pandemic

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Introduction:

In the context of the COVID-19 pandemic, organizational dynamics have changed, with organizations having to significantly reduce their activities and reduce their workforces or hours of work, Bartik et al., 2020. In general, these conditions have led to lower productivity and organizational competitiveness, ILO, 2020. The jeopardization of the workplace has not only been felt by workers at different industrial sectors, but also their prospects for employment Fernandez 2020, It is possible that insecurity of employment may be caused by the particular employee concerned, and some employees simply cannot cope with the stress resulting from job requirements or high levels of control. Strazdins et al., 2004). It is also the cause of job instability and uncertainty. by the turmoil related to the labor market (Böckerman et al., 2011), in which in the struggle Deep restructuring has been carried out by the economy's players to maintain competitiveness In the area of business, and often have seen an increase in competition within this sector Hassard. & Morris, 2017) and in terms of technological developments and innovation as well as socioeconomic crises and/or sanitary crises (Wilson et al., 2020).

The literature highlights findings showing that low levels of job satisfaction are associated with instability in employment and unemployment. Reisel et al., 2010; In assessing the literature, this paper addresses a number of gaps. Links between job instability, job insecurity, and job

satisfaction: general satisfaction, satisfaction With the supervisor's attention, satisfaction in relation to promotion opportunities. from an employee competitiveness perspective.

In research by Landsbergis et al., 2012, the direct link of perceptions of instability and job insecurity was previously explored. However, the empirical links between these two variables have been examined to a lesser degree. Recent approaches to the issue of job instability and its impact on staff in connection with COVID19 pandemic. In academic research, a sense of security has not yet emerged.

A research gap has been filled by this study. The strong, significant, and positive link between job instability and job insecurity is highlighted. Based on the scientific results. In the context of COVID-19 pandemic employees, this paper aims at identifying them. The perception of employment insecurity and job instability, as well as the effects of these factors. The paper extends the previous in a theoretical sense. research on employees using Adaptation-level Theory (Walker, 2017) along with the Motivation hygiene Theory of Herzberg (1964), through which we hope to facilitate an understanding of The impact of job insecurity and instability on the satisfaction of work in a competitive market working environment. An original model allowing for evaluation is proposed by the authors. The influence of important factors on the overall satisfaction of employees in Romania.

With the goal The paper reveals from a management point of view the ways in which to improve employee well being which affect the satisfaction of Romanian workers with their jobs as a result of job insecurity and instability. In the course of the COVID-19 pandemic, we propose possible solutions to alleviate the situation and the challenges and insecurity of the workforce must be overcome.

THEORETICAL BACKGROUND:

Job insecurity and job instability:

The term "job insecurity" refers to the potential concern of individuals that they may lose their jobs. It is An experience that stirs up anxiety, fear, or another negative emotion. (Green halgh & Rosenblatt, 2010; Wilson et al., 2020; Zhang et al., 2020). These responses will be generated by Lack of predictability as regards the future evolution of employment, which would render them unable To influence the development of the situation in any way and to make them simply adapt, It's Van Elst et al., 2013) These responses will be generated by Lack of predictability as regards the future evolution of employment, which would render them unable To influence the development of the situation in any way and to make them simply adapt, It's Van Elst et al., 2013) According to the social characteristics of the population, job insecurity differs. of individuals: age, gender, education, state of career (Metin Camgoz et al., 2016; Erdogan et al., 2020; Salas Nics et al., 2020 field of activity, position within the organization and size; and the level of competition of the organization, Petitta & Jiang, 2020. Social, economic-financial and/or sanitary crises also influence job security (Gasparro et al., 2020; Wilson et al., 2020).

From the point of view of gender differences between workers, the study of job insecurity has also been examined. Compared with male employees, female employees were once less inclined towards turnover intention when the workplace became insecure (Metin Camgoz et al., 2016). Job insecurity is more prevalent also among youth at the beginning of their career (Salas-Nicás et al., 2020 onwards; , among the elderly approaching retirement, as well as among those who no longer have many promotion opportunities left (Pickard, 2019) and are less competitive. In addition, in case of failure, employees may be at risk due to strategic decisions which have a significant impact on organizational success, Shkoler & Tziner, 2020 The organization's productivity and competitiveness are directly impacted when there is a climate of insecurity or instability at organizational level, Ernsthagen 2007 : Not only employees, but also job security is a crucial factor in determining job satisfaction. With a higher level of education, who theoretically could find another job in the event of unemployment. Loss, but also for employees who are not included in this category.

Managers monitor improvements In terms of job satisfaction, as this attitude has a tremendous impact on the reduction in employment absenteeism and the frequency of turnover intention according to Wilczska, 2016. Satisfaction also favours efficient task completion and competitiveness as well as increases positive employee orientation towards clients (Singh & Das, 2013; Park et al., 2020). Changes in employment stability and its impact on job satisfaction have been considered. from the point of view of Adaptation-level Theory (Ritter et al., 2016; Walker, 2017), a framework On the basis of the assumption that individuals make their own decisions regarding the stimulus, previous experience. Employees are adapting to the effects of stress generation in various ways. Factors, a lack of clarity as to their role or conflicts with roles are all having negative impacts. In the area of employee satisfaction and well being, both Shkoler & Tziner 2020, The speed at which employees return to a high satisfaction level in their work after a disruption by potential negative or harmful influence on the workplace is an important factor (Ritter et al., 2016; Nemteanu & Dabija, 2020; 2021);

Job insecurity has been previously studied from the perspective of the Transactional Theory of Stress and Coping (Lazarus & Folkman, 1984). According to this theory, due to the risk of job loss, job insecurity is perceived as a stressor and a source of anxiety, Debus et al., 2019; Yeves et al., 2020; Insecurity of employment causes negative stress on results and workers' attitudes such as job satisfaction, which leads to low performance (Cheng & Chan, 2008) The impact of job security on job satisfaction has also been studied from the standpoint of Herzberg's Motivation-hygiene Theory (Herzberg, 1964), which distinguishes between psychological and hygienic factors (Byrne, 2006; Wilczyska, 2016). Psychological factors are the motivators that contribute to increased satisfaction, whereas physical or hygiene factors lead to decreased job satisfaction (Herzberg, 1964; Herzberg et al., 2010; Tziner et al., 2019).). If job security constitutes a motivating factor in enhancing job satisfaction (Matei & Abrudan, 2016; Wilczyska, 2016), the lack of stability and job insecurity are the two vectors exerting a negative impact on job satisfaction (Reisel et al., 2010), namely the hygiene factors (Byrne, 2006; Sloan et al., 2020).

Employee perception that the workplace is no longer stable highlights a significant impact on their individual wellbeing (Salas-Nicás et al., 2018; Wilson et al., 2020). If job insecurity is the employee's internal perception, job insecurity is the result of objective conditions that reduce the number of workers or the possibility of job loss in the future, Reisel et al., 2010). Job instability has similar to the effects of job insecurity, which have a significant impact on the economy. on employee's wellbeing, competitiveness, and mental health (Landsbergis et al., 2012). For most workers, the workplace is their only source of income; for that reason, they are secure in employment. comes as a high priority (Keim et al., 2014; Wilson et al., 2020).

There is a stark difference in the perception of job instability between European countries. This is why, having signed employment contracts for a predetermined period of time Keim et al. 2014, Nemteanu & Dabija 2020, the countries with high unemployment rates reveal an increased number of employees in unstable working conditions;

In response to changes in the external environment, companies adopt a strategy of focusing their efforts on improving Human resource management practices, including the recruitment and selection of best candidates but also improvements processes concerning performance and current employees (Osoian & Zaharie, 2009). In this way, more assurance is given to employees with higher qualifications and skills their workplace and security even in unfavourable conditions (Erlinghagen, 2007). The nature Security is also directly affected by tenure and fixed term employment contracts. perception of job stability (Salas-Nicás et al., 2020). As a result of the global sanitary crisis, On a global scale, job insecurity is becoming an indisputable reality as a result of the COVID-19 pandemic. Fernandes, 2020; Gasparro et al., 2020; Wilson & Co., 2020 This insecurity is also linked to the A great fear of COVID-19 because there is no certainty as to the treatment and the rate of recovery. because it's a positive correlation with job insecurity when it's contracted in the workplace. Gasparro et al., 2020;

Recent research has shown a direct link between work in this context. instability (Sasaki et al., 2020) and the job insecurity felt by the employee (Gasparro et al., 2020; Wilson et al., 2020," The following hypothesis is distinguished on the basis of these aspects: H1: Employee perceptions of employment instability are linked to COVID-19 Pandemic. job insecurity

General job satisfaction:

One of the most important issues addressed in the literature on human beings is job satisfaction. Resources Wnuk, 2017, and the core element of organizational development Walker, 2017). It's of great theoretical and management importance, with a lot of implications for the future work investment, on increasing employee performance (Wnuk, 2019), and on reducing the The intention of turnover Zaharie et al., 2018) General satisfaction with work from the point of view of employees is composed of satisfaction with their work, satisfaction with supervisor support, and satisfaction with promotion opportunities (Singh & Das, 2013) The satisfaction of employment is an attitudinal vector, Walker, 2017. Maintaining employee satisfaction with the

work carried out is a central aspect of human resources management in terms of competitiveness (Elrehail et al., 2019). This attitude can be enhanced by innovation-based human resource management (Lasisi et al., 2020), or an internal marketing orientation (Nemteanu & Dabija, 2021). Job satisfaction is a number of factors, both individually and organizationally, can endanger this. These factors include job insecurity, job instability (Reisel et al., 2010), lack of tenure employee contracts, and many responsibilities (Gerich & Weber, 2020 onwards), etc.

Indeed, different jobs can be affected by the security of employment. Job satisfaction, job productivity (Kuvalekar & Lipnowski, 2020), heavy work investment, or turnover intention (Metin Camgoz et al., 2016; Nemteanu & Dabija, 2020), as it is the crucial premise on which is to say, as regards the work done, employee satisfaction develops and that's positive results are obtained. The absence of safety creates a sense of dissatisfaction, leading to adverse effects (Byrne, 2006; Wilczkowski, 2016; Wilson et al., 2020) and behaviours such as turnover intention (Metin Camgoz et al., 2016, Nemteanu & Dabija, 2020) task performance or counterproductive behaviour (Nemteanu & Dabija, 2021).

H2a: The correlation between job insecurity and satisfaction in employment is apparent.

From the perspective of the supervised employee, job satisfaction considers the superior's attitude towards his or her subordinate (McCormack et al., 2006).

The organizational support perceived by the employee through supervisory care towards the work done is positively correlated with employee job satisfaction (Gillet et al., 2013). At the same time, it's contributing to reducing job insecurity (Chen et al., 2013). Employees will have a lower level of job satisfaction and a negative assessment of their supervisor's performance when they feel insecure about their work environment. (Fueng et al., 2008; Tecu et al., 2020);

H2b: employee satisfaction and supervisory support are related to job insecurity.

A key role is played with regard to the opportunities for employee growth within an organization. By age and perceptions of employability, which constitute a mix of skills and knowledge of employees (Sloan et al., 2020).

Employability plays an important role in mediating the relationship between job security and worker satisfaction, (Yeves et al., 2019). Job security helps employees feel appreciated, which is a key factor for achieving efficiency and organizational competitiveness, if insecurity causes adverse effects. Promotion opportunities, Job security directly affects recognition and participation in decision making. Therefore, it contributes to the satisfaction of employment,

H2c: The satisfaction of employees with their growth opportunities is related to employment insecurity.

Employees who benefit from job stability are more satisfied with the work done (Sanchez Sanchez & Fernandez Puente, 2020), are more committed to the organization and service

delivery compared to their peers with fixed term contracts of employment, Sancha et al., 2019). The lack of job stability is negatively correlated with job satisfaction and affective organizational investment; The relationship is stronger in workers who have a fixed term of employment contract or Employees working for an intermediary, not in the case of employees under employment contracts signed directly by the employer (be it fixed-term or tenured) (Tecău et al., 2020).

H3a: There is a correlation between job instability and job satisfaction.

In addition, job satisfaction has a positive correlation with job stability with supervision support Gordon et al., (2019). From an employee's point of view, good. Supervision is a facilitator of integration within an organization and the way it works It is possible to develop a sense of belonging and even identity, Morrow et al.,2005. Therefore, job The level of employee satisfaction with supervision may be adversely affected by instability or uncertainty.

H3b: employee satisfaction with supervision is related to job instability.

Older studies have shown that the perception of job instability among employees is lower. Higher level employees, who have better access to more promotion opportunities within the organization. In the industry or related field, they can easily find a new job. fields Erlinghagen, 2007. There's another perspective, a more recent one, that there are two employees. with a lower degree of employability and overqualified employees tend to present a high level of job instability in the absence of promotion opportunities (Peiró et al., 2012).

In emerging The incidence of over qualified workers in countries such as Romania, Cyprus, Turkey and Peru This is higher; the results of this study show that such employees are willing to give up their jobs. Erdogan et al., 2020. The importance of stability in employment, but also the possibility of promotion. The opportunity is crucial for workers, it's more important than the salary per month. In its own right: Ali & Ahmad, 2017). To enhance job satisfaction, career advancement opportunities must be the result of a stable work environment (Origo & Pagani, 2009) and of a fair system of promotion (García-Izquierdo et al., 2012). Based on these considerations, we distinguish the following hypothesis.

H3c: employee satisfaction is linked to promotion opportunities for unstable jobs.

Research context and model development:

It is deemed to be a universal phenomenon, based on the data available in summer 2020. In December 2019, the new COVID-19 virus started to spread approximately in WHO, 2020. Sohrabi et al., 2020. A number of restrictive measures have been taken due to the sanitary crisis The governments of many countries, in desperate efforts to mitigate the impact, and especially outcomes of this pandemic (Djalante et al., 2020; Thomas et al., 2020). 81% of employees worldwide were working in countries which enforced this restriction as at 1 April 2020.

restrictive measures in relation to the physical conduct of activities in traditional working spaces ILO, 2020: like offices, thus encouraging remote work teleworking (Baert et al., 2020).

It is not only possible to achieve significant cost savings by relocating staff to their homes. for Curtis organizations, 2020 but also the implementation of activities by employees. Conditions of safety and employment security Belzunegui Erb Erro Garcés, 2020; ocean et al. 2020; Cirrincione et al., 2020); Organizations seek viable solutions to permanently ensure Safety and security of employees to reduce the risk of contamination, Béland et al., 2020; ILO, 2020) and to facilitate the enhancement of employee satisfaction with the work done to avoid Zhang et al. Burnout, 2020 Romania as a former Communist country, which is on the verge of transformation, was also included in previous research transition from a non-market and centralized economy to a free market economy (Shkoler et al., 2017; Nemteanu & Dabija, 2020.

Given the context of the COVID19 pandemic, The authors have tried to analyse the influence of job insecurity and unemployment on employment satisfaction. (Figure 1) The recent health crisis has had a significant impact on Romania's rapidly growing economy. Romania has been in a state of vulnerability since April 2020, with the highest number recorded. of COVID-19 related deaths among Central and Eastern Europe in April 2020 (Nemteanu & Dabija, 2021), leading to the 1,029,304 confirmed cases, 53,043 cases per 1 million inhabitants, and 26,232 deaths in April 2021 (Google COVID-19, 2021). . In the first trimester of 2020, the employment rate (ages 15-64) was 65.4% in Romania, decreasing by 1.6% compared to the previous trimester (INS, 2020). Employee insecurity and their perception of job instability are a reality in the context of COVID-19 (Gasparro et al., 2020). Because of these changes, Wilson et al. 2020, in the workplace that engender uncertainty regarding fear of infection (Beland et al., 2020), and job insecurity in industries profoundly affected (Fernandez, 2020), or domains wherein The number of unemployed is increasing, and this situation has a negative impact on job satisfaction: Couch et al., 2020. Zhan:g et al., 2020);

RESEARCH OBJECTIVES, METHODOLOGY AND DATA:

To identify measures that affect job satisfaction due to the instability of employment and its insecurity, satisfaction with the supervision and opportunities for promotion in relation to sanitary matters The authors resorted to applying exploratory quantitative methods for the pandemic created by COVID 19 Research on employees in Romania.

This was based on the investigation model, using self administered online questionnaires as a tool. The invitation to participate has been distributed the authors on different social media platforms (Facebook, LinkedIn, and Twitter), but also Platforms for learning and direct to different organizations.

And also educational platforms and direct to the various organizations, like LinkedIn or Twitter. The questionnaire was filled out by Romania's citizens with employment contracts valid at the time of reply. The data, consisting of 568 relevant questionnaires, were taken from May to July

2020. Sampling was of convenience, aiming to maintain sampling according to age and gender following the distribution specified in the Statistical Yearbook (INS, 2020)

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