

ASERS

Journal of Environmental Management and Tourism

Quarterly

Volume XIII

Issue 6(62)

Fall 2022

ISSN 2068 – 7729

Journal DOI

<https://doi.org/10.14505/jemt>

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ISSN 2068 – 7729

Journal DOI: <https://doi.org/10.14505/jemt>

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| Deadline for submission: | 18 th November 2022 |
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DOI: [https://doi.org/10.14505/jemt.v13.6\(62\).23](https://doi.org/10.14505/jemt.v13.6(62).23)

Factors Affecting Performance: Jordanian Hospitality Employees as a Case Study

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Suggested Citation:

Al-Mkhadme, A.A., Shatnawi, H.S., Alananzeh, O., Masa'deh, R. (2022). Factors Affecting Performance: Jordanian Hospitality Employees as a Case Study. *Journal of Environmental Management and Tourism*, (Volume XIII, Fall), 6(62): 1759 - 1769. DOI:[10.14505/jemt.v13.6\(62\).23](https://doi.org/10.14505/jemt.v13.6(62).23)

Article's History:

Received 22nd of March 2022; Received in revised form 8th of May 2022. Accepted 28th of August 2022; Published 30th of September 2022. Copyright © 2022 by ASERS® Publishing. All rights reserved.

Abstract

Hospitality institutions such as hotels and restaurants realize the importance of the performance of the human capital in their success, development, and market position. Thus, this research is conducted to identify the factors impacting Jordan's hospitality employee performance. Therefore, Leadership, post COVID-19 practices, Organizational Culture, and Employee Reaction to Changes are the factors that have been measured to explore their impact on employee performance. An online questionnaire was utilized and distributed to the study sample. The random sample technique was used, and 219 responses were obtained. The findings revealed that the aforementioned factors were shown to have a significant effect on the performance of employees. The findings also reveal that the new safety practices have had a significant impact on Jordanian employees' performance.

Keywords: leadership; reaction to change; performance; organizational culture.

JEL Classification: M14; L10; R11; Z32.

Introduction

The hospitality industry, without a doubt, is one of the most modern and advanced industries that are linked to many other advanced industries. This industry attracts large investments and creates many jobs and professions, raises the national income, and depends on creating creativity and innovation in all its sections (Alromaihi and Alshomaly 2017). Here comes the image of the hotel and the role of the work environment in training, rehabilitating, and attracting human resources to maintain market share in the environment of intense competition in the labor market (Hermina and Yosepha 2019). The work environment refers to the place that surrounds the employee in his field and what helps him to complete his duties and has a relationship in his behavior and relationship with his peers and his performance and inclinations towards the employer, the administration, or the institution in which he works (Pradhan and Jena 2016). There are many factors that may affect the performance of employees, including work empowerment, which gives the employee the authority to act according to the hotel's interest, and customer satisfaction, and to allow the employee to participate in decision-making to achieve the

hotel's goals (Riyanto *et al.* 2021). And to create a team spirit, strengthen the culture of the institution, and create belonging and loyalty. The participatory management, strict post- COVID-19 procedures, and the employee's desire for change or his reaction to change.

During COVID-19, all the institutions and corporations had to lock down overnight due to swift coronavirus spread. The total number of coronavirus cases has crossed tens of millions. There are more than hundreds of thousands of new infections every day all over the world. While there are many waves of the COVID-19 pandemic sweeping the world at the present time, the world is still recovering from a major health and economic crisis. When the new norms started to normal now, which is new normal, everything is positive for organizations but also bad for health safety. Since everything has now begun to become normal. After coexistence with this epidemic became normal, all organizations, with the help of technology, followed new foundations and procedures in their daily operations, and all organizations began to work based on technology, except for the hotel sector, which integrated modern technology with human resources. Post-pandemic plans and policies have been introduced according to the new political and social rules (Al-Dmour *et al.* 2020; Davies 2020; İnce 2020).

The problem now lies in training and qualifying employees and increasing their efficiency (Carnevale *et al.* 2020; Deeb *et al.* 2020; Jawabreh *et al.* 2022). The new safety practices are causing a major crisis for the entire world. There is a strong demand for products and services, there is a conflict between income and security. There is a new approach to communicating and carrying out daily activities. These new circumstances have created pressure for managers to make a critical decision to protect the interests of companies and their employees (Masa'deh *et al.* 2017, 2018, 2019 a,b; Lee and Lee 2020; Young and Chang 2020). This is a great challenge for the management to carry out the work regularly according to the "New Standard" program which includes many new rules for the benefit of all. Technology-based organizations that have trained employees succeed (Karin *et al.* 2020).

One of the main features in the hotel business, in particular, is that the relationship between the service provider and the recipient is very influential and may become essential in the measure of customer satisfaction, especially in the service sectors such as hotels, restaurants, banks, and education (Wang *et al.* 2020; Al Fahmawee and Jawabreh 2022). The service establishment followed policies and procedures to organize work during and after the pandemic, and sometimes it was not as effective or easy as expected. Previous constraints and conditions affected the efficiency of employees in general. To ensure the protection of all employees, governments have imposed many laws and regulations such as providing employees at work with masks, physical distancing, washing hands, and using hand sanitizer at all times (Wolor *et al.* 2020).

The pandemic affected Jordan as it affected the rest of the countries, but its impact was very bad, due to the scarcity of natural resources in Jordan and its dependence on the service sector mainly such as banks, hotels, and restaurants, which are the cornerstone of production and gross domestic income (İnce 2020; Wang *et al.* 2020). But at the present time, it has been allowed to open the labor sector to save organizations and workers' interests, and it has been emphasized that all health requirements (sanitizer, mask, social distance, hand washing) are adhered to according to the "modern standard" (Mahmud *et al.* 2020; Wong *et al.* 2020).

Therefore, the purpose of this study is to investigate the impact of the Leadership, post COVID-19 practices, Organizational Culture, and Employee Reactions to change that could influence Jordanian employee's performance. As well to present a new suggested model to fill the gap in the literature related to the lack of empirical findings and theoretical frameworks on the factors that could influencing employee performance of hotel sector.

1. Literature Review

It has become clear the impact of the COVID-19 pandemic on the global market, and this is what caused the intense competition in the import and export of goods for the urgent need to fill the shortage that occurred during the closures and because of the delay in the process of transporting goods from their source to places of demand (Ahmad 2020; Mahmud *et al.* 2020). Manufacturing operations also increased, and there was an urgent need for manpower, most of which were laid off during the pandemic (Hasanat *et al.* 2020; Madani *et al.* 2020). With the recovery of air and maritime traffic, everything, including relationships, work, and daily routine seemed to be "new standards", but the impact of the current conditions is still evident due to the lack of a full recovery from the pandemic (Elisabeth *et al.* 2020; Nkala *et al.* 2020; Mahmud *et al.* 2020), it also affects the employees inside the hotel and service facilities is at all levels (Karin *et al.* 2020; Lee and Lee 2020). According to Nkala *et al.* (2020) it has been confirmed that practices taken before and after COVID-19 have an impact on employee performance levels. As discussed above, the following hypothesis has been proposed:

H1: Post COVID-19 practices have a significant impact on employees' performance.

In addition, one of the main driving forces for enhancing company efficiency is leadership. Leaders are the prime decision-makers to procure, create and execute corporate capital, innovations, and initiatives (Hunaiti *et al.* 2009; Abbas and Asghar 2010; Obeidat *et al.* 2017; Jawabreh 2020; Alananzeh *et al.* 2018; Alrowwad *et al.* 2020). Hurduzeu (2015) claims that efficient leadership requires motivation, leadership, inspiration, remuneration, and analytical skills. Companies report improved employee satisfaction when all of these are present. Much research finds positive relationships between corporate leadership and success on an individual level and at a firm level. In these circumstances, many studies and research have confirmed that the leadership of the organization has a positive effect on the brotherly client (the employee) and a clear success in the level of satisfaction of the external client (the customer). A number of comparative studies also indicate that transformational management behaviors are more appropriate for dependent effectiveness in a number of organizational contexts than transactional leader behaviors (Wustari *et al.* 2015; Aqqad *et al.* 2019). According to Morrison & Phelps (1999), when employees perceive that the leadership supports their job-related efforts, then it is possible that enhanced job performance will be noticed. Furthermore, Baltes *et al.* (2006) discovered that commitment and proactively are strongly linked to leadership. Therefore, the following hypothesis is proposed:

H2: Organizational leadership has a significant impact on employees' performance.

Furthermore, organizational culture is a mix of principles, collections, opinions, contact, and clarification of conduct that gives people guidance (Awadh and Saad 2013). Organizational culture is the unwritten customs, attitudes, and values that define game rules for decision making, organization, and control (Wambugu 2014). In organizational culture, there are several variables, which enhance sustainability through performance and strengthen employees' relationships (Awadeh and Saad 2013; Al-Dmour *et al.* 2017). Improving the quality of employee participation leads to improving the culture of a company through goals, values, and objectives (Paschal and Nizam 2016). A study by (Wambugu, 2014) examined the impact of organizational culture on the performance of employees. The research empirically examined the impact on employee performance of the four elements of organizational culture, namely organizational principles, organizational environment, leadership styles, and work processes. The findings indicated that executives should concentrate on the variables that have a huge impact on the output of employees. Numerous studies believe that organizational culture is a significant factor in improving employee performance. Thus, the following hypothesis is proposed:

H3: Organizational culture has a significant impact on employees' performance.

Meanwhile, Miller (2001) indicates that 70 percent of organizational change expected fails and the main reason is the workers' unfavorable reactions to these shifts (Moutousi and May 2018). The employee's reactions are the result of the personal evaluation that the administration conducts every year to the employee through the evaluation of his performance and relationships with his colleagues or customers and who is subject to him in the workplace as discussed by Lines (2005). When shifts in the employees' reactions are expected, the management manipulates the psychological side of the employees, and there they feel that the company is exploiting the current circumstances, which gives the workers a sense of fraud and exploitation, which leads to resistance behaviors. This is the important reason for successful management in emergency situations, which is to understand employee reactions through monitoring and providing valuable feedback, assisting in evaluating continuous change, and providing the opportunity to avoid unwanted results (Shannak *et al.* 2010; Tahrini *et al.* 2015; Araujo *et al.* 2017; Obeidat *et al.* 2019).

Mahmud *et al.* (2020) explain that a report on the behavior of workers has an impact during an organizational transformation. It also means that the organization needs to create trust in order to enforce changes on employees. Since employees' confidence has a positive effect on employees' openness to any changes in the business. Another research reveals that businesses impose new policies and guidelines on infection prevention and build awareness about personal hygiene. In addition, this study indicates employees are less likely to wash their hands than to use a mask. Employees must occasionally wash their hands and use a sanitizer to avoid viruses (Kannu *et al.* 2020; Wong *et al.* 2020). Thus, a shift reaction during COVID-19 was chosen as an independent variable in this study. Employees have their own views on changes in the business. This can affect their success positively or negatively. As a result, the following hypothesis is proposed:

H4: Employee's reactions have a significant impact on employees' performance.

The issue of employee performance determination remains of great interest. That job satisfaction is related to the degree of job performance (Funmilola *et al.* 2013). One of the advantages of understanding the job performance of employees is that it helps in the formulation of organizational decisions of the organization, which

are primarily based on the total individual performance of the employee (Alromaihi and Alshomaly 2017). Armstrong and Taylor (2014) defined performance as the behavior of an employee that achieves desired results that contribute to the organization's goals. Performance could be the task the performance or the contextual performance or the organizational citizenship behaviors (Campbell and Wiernik 2015). Pradhan and Jena (2016) indicated that employee performance constitutes from task performance, adaptive performance, and contextual performance. Job performance can also be defined in terms of quantifiable business outcomes such as the number of sales. That is why hotels have realized that they must develop new policies and procedures that enable their employees to achieve competitive advantages in the work environment (Sila 2014).

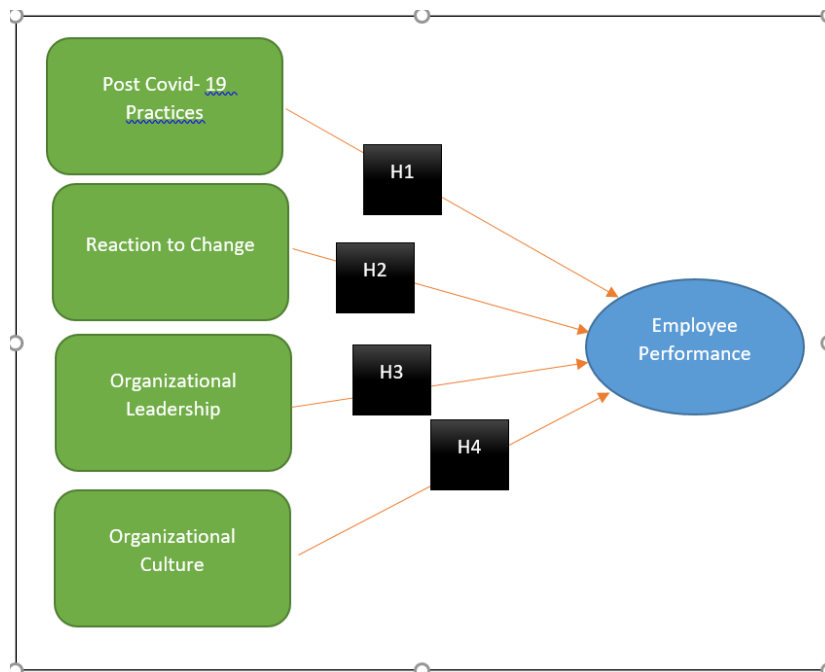
2. Methodology

A cross-sectional analysis among Jordanian employees in the hospitality sector (hotels and restaurants) was conducted through an online survey. Workers in the hotels and restaurants sector had to work from home during COVID-19 pandemic, then a full return to the hotel facility was made. From now on, organizations have started the policy of "the new standard" in dealing within the facility with the employees themselves and in dealing with customers. Google Forms has been used to email the survey link to all hotels and restaurants. First, the researcher contacted the Human Resources Department of each institution and told them that he is asking for their help by sending an email containing the survey link to their workers. The researcher sent the link with an electronic cover letter that guarantees the independence of the research, explains the objectives of the study, states that participation was voluntary, ensures the anonymity of respondents, and ensures data collection is for the purpose of academic research only, and 219 responses were received. This survey examines the impact of a range of factors on employee performance in Jordanian hotels. A five-point Likert scale from 1 = strongly disagree to 5 = strongly agreed was used to measure the questionnaire items.

3. Research Model

Figure (1) represents a model, which is an extension of the model prepared by Hamid *et al.* (2020) to assess the impact of COVID-19, that shows the independent variables, the dependent variable, and the proposed relationship between them.

Figure 1. Research Model



3.1 Survey Instrument

The survey was conducted using the study's questionnaire, which is divided into two parts. Section A made up of ten questions designed to gather demographic information. In Section B, the independent and dependent factors are measured using 26 statements. The number of items used, and the studies from which they were adapted are all shown in Table (1).

Table 1. The variables of the study and their resources

| Factors of the Study | | |
|---------------------------|-------|-----------------------------------|
| Variable | Items | Adapted from |
| Post COVID-19 practices | 4 | Hamid <i>et al.</i> (2020) |
| Reaction to Changes | 5 | Marques <i>et al.</i> (2018) |
| Organizational Leadership | 5 | Piderit (2000); |
| Organizational Culture | 5 | Piderit (2000); |
| Employee Performance | 5 | Thompson (2005); Armstrong (2006) |

3.2 Respondent's Profile

The demographic variables are used to describe the basic information about respondents. Table (2) below shows the total number of ages, gender, and industries in which they serve. Males make up about 55.25 percent of the overall respondents, while females make up 44.75 percent. The age group of 30 years, which accounted for 67.13 percent of the respondents, is followed by the age group of > 30 years, which accounted for 32.87 percent of the respondents. Hotels (58.90 percent) has a more response rate than restaurants (41.10 percent).

Table 2. The demographic characteristics of the study respondents.

| Personal Characteristics | | |
|--------------------------|-----|-------|
| Personal characteristics | No | % |
| Age (in years): | | |
| ≤ 30 | 147 | 67.13 |
| > 30 | 72 | 32.87 |
| Gender: | | |
| Male | 121 | 55.25 |
| Female | 98 | 44.75 |
| Work place: | | |
| Hotels | 129 | 58.90 |
| Restaurants | 90 | 41.10 |

3.3 Descriptive statistics and Cronbach's Alpha

Hair (2017) recommended the use of the composite reliability score in the use of SPSS for construct reliability, while Cronbach's alpha is the more common measure of internal quality. Composite reliability, unlike Cronbach's alpha, does not assume that all measurements are equally reliable. Cronbach's alpha also demonstrates sensitivity to the number of items within the range. The composite reliability appears to be higher than the suggested threshold of 0.7 for all latent variables, based on the results shown in Table (3). In addition, the mean value for organizational factors ranged from 3.47 to 4.14.

Table 3. Descriptive Statistics and Cronbach's Alpha

| Descriptive Statistics and Cronbach's Alpha | | | |
|---|------|------|------------------|
| Variable | Mean | SD | Cronbach's Alpha |
| Post COVID-19 practices | 3.47 | .918 | 0.951 |
| Reaction to Changes | 4.12 | .899 | 0.942 |
| Leadership | 3.98 | .901 | 0.911 |
| Organizational Culture | 4.14 | .909 | 0.934 |
| Employee Performance | 4.11 | .881 | 0.901 |

According to Sekaran and Bougie (2013), the level of each research item was determined by the following formula: (highest point in Likert scale - lowest point in Likert scale) / the number of the levels used = (5-1) / 5 = 0.80, where 1-1.80 reflected by "very low", 1.81-2.60 reflected by "low", 2.61-3.40 reflected by "moderate", 3.41-4.20 reflected by "high", and 4.21-5 reflected by "very high". Then the items were being ordered based on their means. Tables (4) show the results.

Table 4. Mean and standard deviation of the study's variables

| Post COVID-19 practices | Mean | SD | Level | Order |
|---|-------------|-----------|--------------|--------------|
| Post COVID-19 practices have affected the behavior of employees during performing works | 3.42 | .780 | High | 2 |
| Fear of COVID-19 practices have a significant impact on the way of communication | 3.45 | .797 | High | 1 |
| Post COVID-19 practices Covid19 have a significant impact on daily activities | 3.41 | .778 | High | 3 |
| Post COVID-19 practices COVID-19 have a significant impact on the way of performance | 3.40 | .807 | Moderate | 4 |
| Reaction to Changes | Mean | SD | Level | Order |
| We received the training needed to do our jobs effectively under organization | 3.66 | .770 | High | 5 |
| I communicated problems that I noticed with organization | 4.12 | 1.087 | High | 3 |
| I sought out information related to organization | 3.96 | .960 | High | 4 |
| supervisor will allow us to better serve our customers | 4.15 | 1.069 | High | 2 |
| Our supervisor is accepting of changes related to organization | 4.16 | 1.063 | High | 1 |
| Leadership | Mean | SD | Level | Order |
| My supervisor is friendly and easy to approach | 4.01 | .983 | High | 1 |
| My supervisor is attentive to what I say | 3.51 | .712 | High | 2 |
| My superior emphasizes high standards of performance | 3.43 | .665 | High | 4 |
| My supervisor offers new ideas for job and related problems | 3.49 | .708 | High | 3 |
| My supervisor provides the help I need to schedule my work ahead of time | 3.35 | .821 | Moderate | 5 |
| Organizational Culture | Mean | SD | Level | Order |
| My organization is very responsive to changes | 3.44 | .722 | High | 5 |
| In my organization, people identify skills they need for future work tasks | 4.27 | .765 | Very high | 2 |
| In my organization, Employees' comments and recommendations often lead to changes | 4.29 | .723 | Very high | 1 |
| In my organization, most people have input into the decisions that affect them | 4.19 | .814 | High | 4 |
| My organization works on building technology culture | 4.20 | .829 | High | 3 |
| Employee Performance | Mean | SD | Level | Order |
| I have accomplished all of my duties according to the key performance indicators of my company even if I work from home | 3.88 | .811 | High | 1 |
| I finish my job responsibilities well without any significant problems even if I work from home | 3.59 | .801 | High | 3 |
| I am satisfied to do my job without risking my safety from the COVID-19 virus | 3.52 | .764 | High | 5 |
| I am satisfied with my chance to get promotion from my job during the COVID-19 pandemic | 3.62 | .793 | High | 2 |
| I am satisfied with being appropriately recognized for performing my duties while the economy is down, and many people are fired during the COVID-19 pandemic | 3.58 | .783 | High | 4 |

3.4 Regression Analysis

To discover the answer to the examination question and hypotheses testing, numerous regression investigations were carried out. Numerous regressions discern the general dedication of each factor and evaluate the best indicator variables among several variables. R^2 shows, for example, how well a group of variables (post COVID-19 practices, reaction of employees, organizational leadership, organizational culture, and performance of employees) are capable of predicting a certain result. R^2 standard value is equal to 1, and it implies that there is a consummately direct relationship between the continuous dependent element and various autonomous variables, then R^2 is calculated as zero implies that there is no straight relationship.

Table 4. Results of the measurement model

| Results of the measurement model | | | | | | | |
|----------------------------------|--------------------|----------|----------------|-------------------|---------|----------------------------|---------|
| Model summary | R | R Square | | Adjusted R Square | | Std. Error of the Estimate | |
| Model 1 | 0.861 ^a | 0.750 | | 0.619 | | 0.07720 | |
| Model | Sum of Squares | df | Mean Square | | F | Sig. | |
| 1 Regression | 48.032 | 7 | 7.557 | | 129.109 | 0.000 | |
| Residual | 4.710 | 387 | .008 | | | | |
| Total | 52.742 | 394 | | | | | |
| Variables | | R | R ² | β | T | Sig. | F-value |
| Post COVID-19 practices | | .752 | .861 | .654 | 20.325 | 0.000 | 411.30 |
| Reaction to change | | .765 | .845 | .737 | 19.154 | 0.000 | 334.80 |
| Leadership | | .840 | .795 | .742 | 15.871 | 0.000 | 419.23 |
| Organizational Culture | | .801 | .758 | .698 | 17.650 | 0.000 | 512.34 |

The multiple linear regression analysis stated in Table 4 with the t value of covid-19 20.325 at $p < 0.00$, employee response to change 19.154 at $p < 0.00$, organizational leadership 15.871 at $p < 0.000$, and organizational culture 17.650 at $p < 0.000$, indicating that both covid-19, employee response to change, organizational leadership and organizational culture has a major effect on employees' performance < 0.000 . Therefore, in this analysis, all hypotheses are endorsed based on these findings. The effect intensity is calculated by the r-value of .752 for covid-19, .765 for the shift in employee response, .840 for organizational leadership, and .801 for organizational culture at a p-value of 0.000, within the $r = 0.5$ to 1.0 ranges that are considered wide according to the Cohen guideline. The R^2 calculated determination coefficient is .861 for covid-19, .845 for the shift in employee reaction, .795 for organizational leadership, and .758 for organizational culture. This importance shows that covid-19 has adversely influenced the output of workers by 86.1 percent, employee response to change by 84.5 percent, organizational leadership by 79.5 percent, and organizational culture by 75.8 percent.

4. Results and Discussion

This study was carried out in order to determine the effect of several factors on the hotel employees' performance. Post COVID-19 practices have shown an impact on the performance of employees. The response of employees to changes and in management change also impact employee performance. Employees from various hotels have been responded to the study. The study found that variables (post Covid 19 practices, employee reaction to change, management change, and corporate culture) have an effect on the performance of employees at all levels. Based on the results of this study, it can be said that the practices resulting from the COVID-19 pandemic have significantly and noticeably affected the performance of Jordanian employees.

Where the study showed that there is an effect of leadership on the volume of production, and the significant decrease in the productivity of employees was the largest evidence of that effect. The impact of employee reaction to change on employee efficiency has been assessed through daily activities and jobs. Several employees indicated that management change affected employees' psychological and social behavior and their relationship with customers. Their movement has been regulated, workers are not involved as before in everyday events, no more greetings with trembling hands or expressing happiness with embracing each other. Most workers acknowledged that their way of communication was affected by post-Covid 19 practices. In order to prevent risk, organizations restrict direct conversion. some workers are still able to work from home and communicate with other employees and subordinates through digital equipment. Employees who work in the frontline department, customer care, need to have direct contact, but in a secure manner such as using a mask from behind glass, or measuring protection. The majority of workers accept that their daily lives were greatly influenced by post-COVID-19 practices. New Organizational culture's responsive to changes has modified our daily operations by identifying skills employees need for future work tasks, building technology culture, assuring Employees' comments and recommendations safety practices such as washing hands, collecting sanitized products before leaving the workplace, using a mask, and limiting the touches on the job. The 'modern norm' component of laws like social separation, masks, use of sanitizers regularly and washing hands, measurement of temperatures, writing of personal data.

This research chooses social isolation, the use of masks, and regular washing of hands to test employee reactions to changes. One of the biggest improvements that workers have in the workforce is social distancing. Many workers agree that their job success is greatly affected by social distancing. Staff in the office must sit at

least 1 meter apart. Manufacturing jobs, marketing jobs, consumer relations, in which direct interactions play an important role, social distances establish a certain conflict between task and safety measurement. It is clear from the results that a healthy organizational culture enhances the efficiency of the organizations' employees. A positive atmosphere promotes and directs staff practices, encouraging them to have positive minds. Compensation and bonuses strengthen a strong community. A positive relationship was revealed between the strong company culture and employee performance, as the strong culture represented in creating loyalty and alliance between the company and the employee (Wambugu 2014). Moreover, the study showed that the leaders' policies, procedures, systems, and actions greatly affect the work of the employees. Leaders' decisions affect the organization in terms of empowering employees and motivating them, positively or negatively, on their reactions and performance. Hurduzeu (2015) found that the leadership of the organization had a positive effect on employee productivity and thus on the company's productivity. In these modern organizational environments, strong leadership skills result in high levels of cohesion, engagement, confidence, encouragement, and efficiency.

Conclusion

In many ways, new safety practices have affected employee lifestyles in broad sectors. Countries are trying to find quick solutions to the difficulties caused by this pandemic. However, the world is moving forward, but small countries like Jordan are having trouble in the business sector to overcome these effects in the short term. As a result of this pandemic, the economy is experiencing a slow recovery. Thus, Jordan seemed to open up its companies to save the economy, and this is what many other countries have done. But the Coronavirus is still around us. We all have to deal and work with the coronavirus. Therefore, it imposes laws that everyone must comply with. If there are any new guidelines or any changes made to the company's employees, those changes should be acknowledged. Employees often agree with it, sometimes not. However, their emotions and responses are important for evaluation. And if employees react negatively to changes, they may end up becoming a performance barrier. According to the researchers, responses to changes have a significant impact on their results. For safety purposes, workers must adapt to epidemiological shifts. But if new developments in companies occurred, leaders should take the initiative to retain and manage workers according to changes or include employees in changes, except for the epidemiological change.

Organizational culture enhances employee efficiency. The corporate culture is how the corporation carries out its activities itself. A good business will focus on its employees' environment. Employees are considered an important part of the business by focusing on organizational culture formation and retention. The creation of a good corporate culture would give people their own momentum to feel valued and express themselves openly. Enthusiasm and enthusiasm would finally have a positive effect on employee efficiency. A healthy and positive corporate culture would make everyone more efficient and successful. Leadership offers guidance in an organization. A leader encourages others to obey. The performance of their subordinates is greatly affected by the attitude and actions of the leaders. The relationship between leadership style and employee levels of organizational engagement, work satisfaction, and job participation is measured by a quality leadership ability. In improving the attitudes and results of the workers at work, a positive attitude and good behaviors of managers will critically help.

Recommendations and Limitations

This study aims to clarify some factors that have an impact on work efficiency. There are limitations to this study with respect to its time and location, including a lack of response due to new safety practices and the paucity of studies conducted in the study area highlighting the importance of employee performance. There are many other factors that can be studied in the future that affect employee performance whether they are positive or negative. Therefore, this study provides guidance and suggestions to stakeholders on how to deal with their employees and improve their performance.

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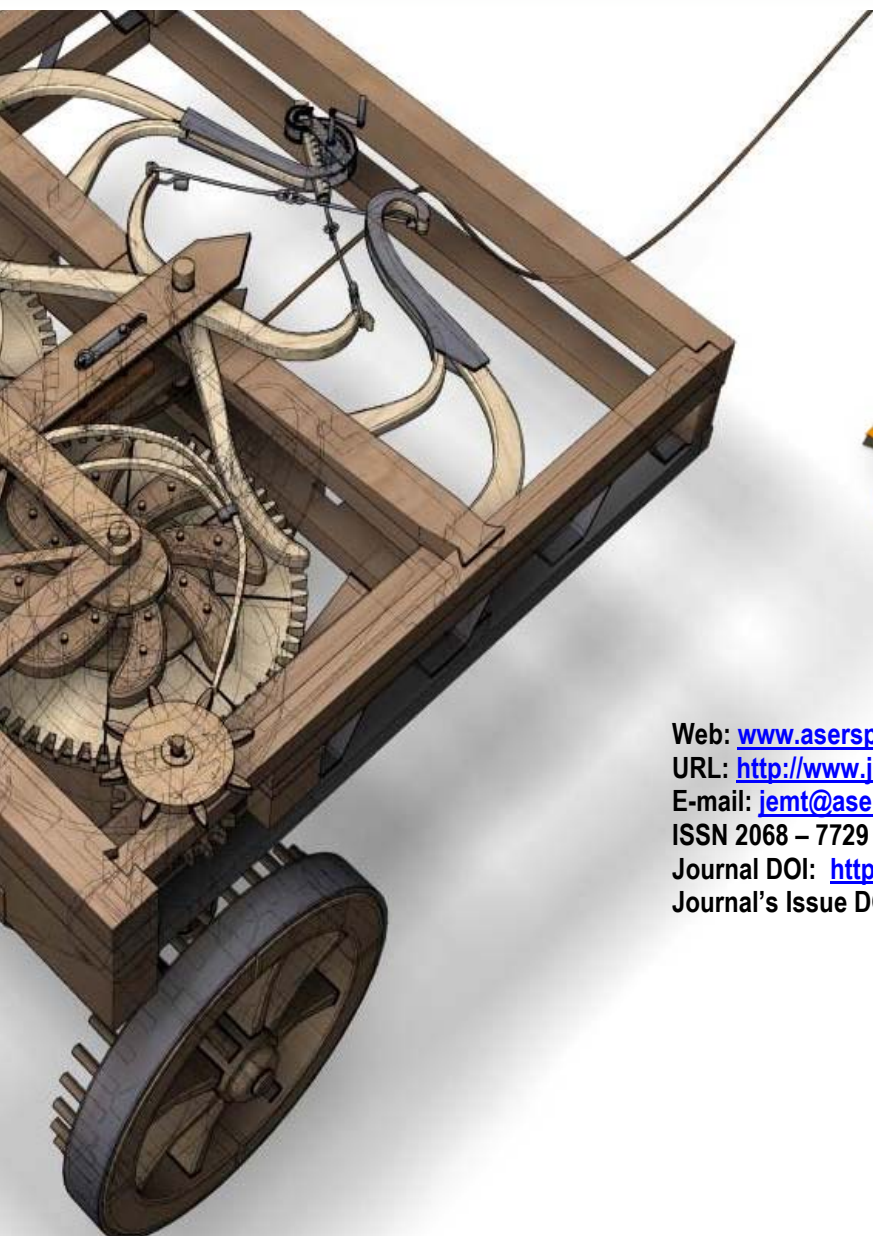
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ISSN 2068 – 7729

Journal DOI: <https://doi.org/10.14505/jemt>

Journal's Issue DOI: [https://doi.org/10.14505/jemt.v13.6\(62\).00](https://doi.org/10.14505/jemt.v13.6(62).00)