

**Assessment of COVID-19 Pandemic Impact on Socio-Psychological Well-Being of
Employees in Tourism and Hospitality Sector in Bida, Niger State**

**Bello, Hauwa Kulu
LCU/PG/001949**

**Being a MSc. Thesis Submitted to the Department of Tourism and Hospitality
Management, Faculty of Environmental Design and Management, Lead City University,
Ibadan, Oyo State, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of MSc. Degree in Tourism
and Hospitality Management**

2022

Certification

I certify that this study was carried out by Hauwa Kuku Bello, with matric Number: LCU/PG/001949 of the Department of Tourism and Hospitality, Faculty of Environmental Design and Management, Lead City University, Ibadan, Oyo state, Nigeria under my supervision.

Dr. A. Adediran
Supervisor

Date

(Head of Department)

Date

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Dedication

This research work is dedicated to God Almighty for his faithfulness, love, and protection throughout the academic days and the process of this research work. This work is also dedicated to my husband and lovely children for their support throughout this work.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Acknowledgement

God has been faithful to me throughout my academic and research process. I appreciate God Almighty for his unmerited love and grace he bestowed on me to go through this work and the academic sessions. I want to equally appreciate my amiable project supervisor; Dr. A. Adediran for his support and fatherly advice during the work. He has been the lamp that illuminates the path to follow during the project. Your inputs into this work cannot be taken for granted, I pray God will enlarge you on all sides. Amen. I also want to appreciate Prof. Grace Oloukoi for her motherly support and advice during the work. May God almighty perfect all that concerns you ma. More so, I sincerely appreciate all the lecturers in the department for impacting my life in every area and contributing directly or indirectly to the success of this project. I pray God Almighty will bless them greatly beyond their comprehension.

Specially, my unending gratitude goes to my husband in person of Alhaji Bello for his supports at all levels. Your assurances, love, support, words of encouragement kept me going even when it gets tough; thank you for all that you are in my life. I would not do justice to this acknowledgment if my fruits were left unappreciated. Thanks to my lovelies; Daughters, Sons, Sisters and Brothers for their immeasurable support and cooperation during the work. They were there for me and very understanding even when I must be away for sometimes. Finally, my profound gratitude goes to all my colleagues during the MSc. program, my friends, and my extended family. Thank you so much for all that you have done. God bless you greatly and enlarge your coast

Abstract

Drawing on social and psychological well-being literature underpinned by the concept of resilience, this study examines the impact of COVID-19 induced redundancy on the socio-psychological well-being of redundant employees, and its effect on their commitment to work and support recovery in the tourism industry. Utilizing a quantitative methods design, 400 questionnaires were administered, however, 200 were retrieved, and 15 interviews conducted with redundant employees in Bida between October and November 2021. Results from a regression analysis of the survey data supported by qualitative interview analysis indicated that age, marital status, education, monthly income and dependants had significant influence on psychological well-being [$R = .50$; $R^2 = .25$; $F(5, 192) = 13.07$; $P < .01$] and social well-being [$R = .36$; $R^2 = .13$; $F(5, 192) = 5.65$; $P < .01$]. Collectively, demographic factors (age, marital status, level of education, monthly income and dependants) accounted for 25 variance in psychological well-being and 13% variance on social well-being. However, when considered independently, only age ($\beta = .26$; $t = 2.96$; $P < .05$), marital status ($\beta = -.33$; $t = -3.92$; $P < .01$), level of education ($\beta = .34$; $t = 4.75$; $P < .01$) and monthly income ($\beta = .14$; $t = 2.17$; $P < .05$) were independent predictors of psychological well-being. However, work characteristics had no significant joint influence on psychological well-being [$R = .20$; $R^2 = .04$; $F(4, 193) = 1.91$; $P > .05$]. However, employment status ($\beta = -.15$; $t = -2.05$; $P < .05$) was found to have independent influence on psychological well-being. As regards social well-being, when combined, work characteristics had significant joint influence on social well-being during COVID-19 pandemic [$R = .22$; $R^2 = .05$; $F(4, 193) = 2.50$; $P < .05$]. However, only employment status ($\beta = -.16$; $t = -2.18$; $P < .05$) and employed household ($\beta = -.15$; $t = -2.05$; $P < .05$) was found to have independent influence on social well-being. Meanwhile, psychological well-being significantly influenced future work commitment in the industry. Managerial implications for supporting employee resilience, well-being, and future recovery strategies are critically examined. The study finds out that the fear of economic crisis and non-employability enhances the perceived job insecurity among the employees and is becoming the root causes for various socio-psychological problems such as stress, anxiety, depression and uncertainty during the covid-19 outbreak. The study concludes that the findings contributes to our understanding of how tourism employees' social and psychological wellbeing affects their ability to take part in the industry's post-crisis recovery efforts. Therefore it is recommended that the Niger state government and the players in the tourism sector should create and execute employee pay assistance programs and a strategy to reduce insurance premiums. Stake holders must select the path of survival by minimizing losses rather than taking the company's profit into account in order to recover from the COVID-19 catastrophe.

Keywords: COVID-19, Employee redundancy, Social and Psychological well-being, Post-Pandemic Recovery, Bida

Words Count: 298

Table of Content

Content	Pages
Titla Page.....	i
Certification	ii
Dedication	iii
Acknowledgement.....	iv
Abstract.....	v
Table of Content.....	vi
List of Tables	x
List of Figures	xi
List of Plates	xii
Chapter One	1
Introduction	1
1.1 Background of the Study.....	1
1.2 Statement of the Research Problem.....	2
1.3 Research Questions.....	3
1.4 Aim and Objectives of the Study.....	3
1.5 Research Hypotheses	4
1.6 Significance of the Study.....	4
1.7 Scope of the Study	5
1.8 Definition of Key Terms	5
Endnotes	7
Chapter Two	8
Literature Review	8
2.1 Literature Review	8

2.1.1	Pandemics, Resilience, and Tourism	9
2.1.2	Psychological Well-Being	11
2.1.3	Social Well-Being	12
2.1.4	Demography, Work Characteristics, and Socio-Psychological Well-Being	13
2.1.5	Redundancy and Socio-Psychological Well-Being	16
2.2	Theoretical Framework	17
2.2.1	COVID-19	17
2.2.2	Employee Well-Being	18
2.2.3	Emotional Wellness	18
2.2.4	The Effect of COVID-19 on Employee Well-Being	19
2.2.5	Remote Employment and Work-Life Harmony	21
2.2.6	Remote Working for Employees with Children	22
2.2.7	Remote Working for Older Employees	24
2.2.8	Remote Working for Single and Childless Employees	25
2.3	Conceptual Framework	25
2.3.1	Fear of Employee's Well-Being and Mental Health	25
2.3.2	Non-Employability and Mental Health	27
2.3.3	Mediating Role of Perceived Job Insecurity	28
2.3.4	Moderating Role of Fear of COVID-19	29
	Endnotes	31
	Chapter Three	52
	Methodology	52
3.1	Research Design	52
3.2	Study Area	52

3.2.1	Language Tone	58
3.2.2	Occupations	58
3.2.3	Industries	59
3.2.4	Dress	59
3.2.5	Food	60
3.2.6	Religion	61
3.2.7	Marriage in Nupe Culture	62
3.2.8	Festivals	65
3.2.9	Tourist Attractions	65
3.2.10	Special Body Marks	68
3.2.11	Major Areas of Tourism and Hospitality Sector in Bida include:	69
3.3	Method and Sources of Data Collection	74
3.3.1	Primary sources	74
3.3.2	Secondary Source	75
3.4	Population of the Study	75
3.5	Sample and Sampling Techniques	75
3.6	Research Instrument	75
3.9	Validations and Reliability of Instrument	76
3.10	Administration of the Instrument	76
3.11	Method of Data Analysis	76
	Endnotes	77
	Chapter Four	78
	Results and Discussion of Findings	78
4.1	Results	78

4.2	Socio-Demographic Information	78
4.3	Objectives	84
4.4	Discussion of Findings	100
	Endnotes	106
	Chapter Five	109
	Summary, Conclusion and Recommendations	109
5.2	Conclusion	110
5.3	Recommendations	111
5.4	Contribution to Knowledge.....	112
5.5	Area of Further Studies.....	113
	Endnotes	114
	Bibliography	116
	Appendix I.....	142
	Appendix II.....	147
	Biodata	157
	University Compliance Certificate.....	159

List of Tables

Table No.	Pages
4.1: Age Distribution of Respondents.....	78
4.2: Sex Distribution of Respondents.....	79
4.3: Distribution of Respondents by Marital Status.....	79
4.4: Distribution of Respondents by Level of Education.....	80
4.5: Distribution of Respondents by Monthly Income.....	80
4.6: Distribution of Respondents by Number of Dependents.....	81
4.7: Distribution by type of tourism.....	81
4.7: Rank in Organization.....	82
4.8: Employment Status.....	82
4.9: Number of employed household.....	82
4.10: Multiple Regression Summary Table Showing Results on the Joint and Independent influence of Demographic Factors on Socio-Psychological Well-Being.....	83
4.11: Multiple Regression Summary Table Showing Results on the Joint and Independent influence of Work Characteristics on Socio-Psychological Well-Being.....	84
4.11b: Test of Differences of employment status and employed household on sociopsychological well-being.....	86
4.12: Commitment to future recovery strategies.....	87
4.13a: Psychological well-being.....	89
4.13b: Social well-being.....	93

List of Figures

Figures No.	Pages
3.1: Map of Nigeria showing Niger state.....	53
3.2: Map of Niger state showing Bida Local Government.....	54
3.3: Map of Bida Local Government.....	55
3.4: Nupes Facial Marks.....	66

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

List of Plates

Plates No.	Pages
3.1: Masaga Glass Work in Bida.....	68
3.2: Tswata Mukun aluminium and brass work in Bida.....	69
3.3: Durbar Festival in Bida Niger State.....	71
3.4: The Wadata Forestry Garden.....	72
3.5: House 7 Resort.....	73
3.6: Kakaki Heritage Garden.....	74

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Chapter One

Introduction

1.1 Background of the Study

Through a more sustainable development goal, the tourist and hospitality sector are frequently acknowledged as a vital contributor to the green economy [1]. In the current global economy, it has been both the dominant and most dynamic industry. About 10.3% of the world's GDP was produced by it in 2019, and it directly and indirectly supported 330 million jobs [2]. Despite experiencing different crises and calamities in the past, the global economy nonetheless enjoyed such a significant and good influence.

For workers, the subject of employee well-being is important. It can be difficult to define exactly what "well-being" means because the study of employee comfort spans a variety of academic fields, including sociology, industrial and organizational psychology, and economics [3]. [4] Contend, however, that employee well-being at work refers to the total quality of an employee's experience and may be gauged through factors including happiness, physical and mental health, and social wellbeing. Employee engagement and work satisfaction are the indicators for employees' welfare, per.

A significant impact of the COVID-19 pandemic is felt by individuals. There are many people dealing with difficulties that can be overwhelming, stressful, and produce intense emotions. If the pandemic has caused abrupt and unanticipated changes to work procedures, these changes may be harming the well-being of employees by causing uncertainty [5]. Employers are thus not surprised that the present COVID-19 epidemic is harming workers' physical and mental health, and many workers in Bida Niger state are also experiencing a great deal of stress. The subject of employee welfare is therefore crucial in light of the current unheard-of situation. As a result, the pandemic forces human resource management (HRM)

specialists who are in charge of guaranteeing the security and wellbeing of employees to recognize and solve those difficulties [6]. To reduce exposure to COVID-19 and maintain economic growth, rules and regulations are necessary.

However, the wellbeing of employees in the tourism and hospitality industries and the effects of the COVID-19 pandemic in Bida, Niger state have had a significant impact on people's lives. Since there is currently no vaccine for the virus, many governments have implemented social distancing laws in an effort to slow its spread. These interventions, which have interrupted daily life and activities, have included nationwide lockdowns, the closure of non-essential enterprises and schools, and restrictions on daily mobility and social gatherings. [7].

The COVID-19 pandemic's shut down had a catastrophic impact on the tourism and hotel industries in Bida as well as the region's overall economic growth. Festival enthusiasts suffered as a result of the cancellation of significant and well-known events.

1.2 Statement of the Research Problem

The globe is currently experiencing a serious socioeconomic crisis and psychological hardship as a result of the current coronavirus pandemic (COVID-19). The virus unlike other cases we have had in this country is highly transmittable with severe signs and symptoms which hilted the service sector particularly the tourism and hospitality industry. It increases the sense of insecurity among the employees and their perception of being unemployed which is also affecting their mental health. The researcher believes that there are available research gaps in tourism and hospitality sector especially, the impact of COVID-19 pandemic on employees' socio-psychological wellbeing in Bida, which has not been addressed. Hence, the study would examine the impact of COVID-19 pandemic on employees' socio-psychological wellbeing in Bida, Niger State.

1.3 Research Questions

1. What are the relationship between the socio-economic characteristics and the socio-psychological well-being of the respondents in tourism and hospitality sector in Bida, Niger State?
2. What are the relationship between the socio-economic characteristics and the work characteristics of the respondents in tourism and hospitality sector in the study area?
3. What are the impact of covid-19 pandemic on employees' wellbeing in tourism and hospitality sector in the study area?
4. What are the preventive measures to be adopted in order to enhance employees' wellbeing in tourism and hospitality sector in the study area?

1.4 Aim and Objectives of the Study

The main aim of this study is to determine the impact of COVID-19 pandemic on socio-psychological well-being of the employees of the tourism and hospitality sector in Bida, Niger State.

The following are the objectives of the study.

1. To determine the relationship between the socio-economic characteristics and the socio-psychological well-being of the respondents in tourism and hospitality sector in Bida, Niger State;
2. To determine the relationship between the socio-economic characteristics and the work characteristics of the respondents in tourism and hospitality sector in the study area;
3. To determine the impacts of covid-19 pandemic on employees' socio-psychological wellbeing in tourism and hospitality sector in the study area;

4. To recommends preventive measure that will be adopted to enhances employees' socio-psychological wellbeing while also enhancing performance in their working place.

1.5 Research Hypotheses

1. There is no significant relationship between socio-economic characteristics and socio-psychological well-being of the respondents in tourism and hospitality sector in the study area;
2. There is no significant relationship between work characteristics and socio-psychological well-being of the respondents in tourism and hospitality sector in the study area;
3. Covid-19 pandemic has no significant impact on the employee's wellbeing in tourism and hospitality sector in the study area;
4. The perceived of job insecurity and fear of non-employability has no significant relationship with employees' socio-psychological wellbeing during the COVID-19 pandemic in tourism and hospitality sector in the study area;
5. There is no significant effect between mental health and employees' socio-psychological wellbeing during the COVID-19 pandemic in tourism and hospitality sector in the study area.

1.6 Significance of the Study

The study on the impact of COVID-19 pandemic on employees' socio-psychological well-being in tourism and hospitality sector in Bida, will be of immense benefit to all the employees of the tourism and hospitality sector residing in Bida, Niger State, and Nigeria at large. The study will explore the relationship between COVID-19 pandemic and employees' socio-psychological well-being in tourism and hospitality sector in Bida. The study will serve

as a repository of information to other researchers that desire to carry out similar research on the above topic. Finally, the study will contribute to the body of the existing literature on the relationship between employees' socio-psychological well-being and COVID-19 pandemic in Nigeria and other parts of the West African countries.

1.7 Scope of the Study

The study covers employees' socio-psychological well-being and COVID-19 pandemic in tourism and hospitality sector in Bida, Niger State.

1.8 Definition of Key Terms

Communicable: Similar in meaning as "contagious." Used to describe diseases that can be spread or transmitted from one person to another.

Coronavirus: A family of related viruses. Many of them cause respiratory illnesses. Coronaviruses cause COVID-19, SARS, MERS, and some strains of influenza, or flu. The coronavirus that causes COVID-19 is officially called SARS-CoV-2, which stands for severe acute respiratory syndrome coronavirus 2.

COVID-19: The name of the illness caused by the coronavirus SARS-CoV-2. COVID-19 stands for "coronavirus disease 2019."

Pandemic: When a new disease spreads to many countries around the world.

Quarantine: Sometimes called "isolation." Quarantines keep people away from each other to prevent the spread of disease. Stay-at-home orders are a type of quarantine. Governments sometimes order quarantines to keep healthy people from exposure to infected people. They give rules to behavior and boundaries to movement.

Self-Isolation: Also called self-quarantine. Separating yourself when you're sick from healthy individuals to prevent spreading illness.

World Health Organization (WHO): This United Nations organization monitors and protects public health around the world.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Endnotes

1. Wilkes, k, & reddy, M.v (2015). *Tourist in the queen economy*, retrieved from <https://www.taylorfrancis.com/books/e/9781315885681>
2. World travel & tourism council (2019). *Economic impact reports*. Retrieved December 12, 2020 from world travel & tourism council website <https://wttc.org/research/economic-impacts>.
3. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 28(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205>
4. Voorde, F. C. v. d., Paauwe, J., & Veldhoven, M. J. P. M. v. (2012). Employee well-being and the HRM-organizational performance relationship: A review of quantitative studies. *International Journal of Management Reviews: IJMR*, 14(4), 391-407. <https://doi.org/10.1111/j.1468-2370.2011.00322.x>
5. Flaxman, S., Mishra, S., Gandy, A., Unwin, H., Mellan, T., Coupland, H., Whittaker, C., Zhu, H., Berah, T., Eaton, J., Monod, M., Ghani, A., Donnelly, C., Riley, S., Vollmer, M., Ferguson, N., Okell, L., & Bhatt, S. (2020). *Estimating the effects of nonpharmaceutical interventions on COVID-19 in Europe*. *Nature (London)*, 584(7820), 257–261. <https://doi.org/10.1038/s41586-020-2405-7>
6. Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: *How do we optimise health?* *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
7. Leon V. D. (2020). *Human resource management during the COVID-19 pandemic* [Unpublished master's dissertation]. California State University.

Chapter Two

Literature Review

2.1 Literature Review

One of the key sectors fostering long-term economic growth is the tourism sector [1]. This sector views economic growth, job creation, poverty reduction, and foreign exchange inflows for the countries more broadly [2]. However, because to the highly contagious illnesses, the tourist business is extremely sensitive to environmental changes and damaging pandemics, such as natural calamities, floods, earthquakes, explosions, and other catastrophic worldwide financial and economic events [3]. The tourist sector in this setting also heavily depends on the traveler's behavior patterns, destination preferences, etc., given the significant safety risk and environmental issues [4]. Recently, the COVID-19 epidemic has mostly affected the tourist and hospitality sectors. The COVID-19's effects have decreased intra-country travel and are now a contributing cause of the tourist industry's financial losses [5].

Worldometer Data Tracker (WDT) recently released figures showing that as of 25 March 2021, the total number of COVID-19 cases and fatalities globally has reached 126.7 million. However, there are 102. 2 million recovered cases worldwide. According to further figures, 4,636 people died as a result of the extensively disseminated sickness, which also infected more than 90,159 people in Bida, Niger state. In particular, the tourist sector in Bida, Niger state, has been significantly impacted by the COVID-19 pandemic [6]. Due to the potential of a virus, international visitors avoid associating with the Bida in the Niger state. As a result, they postponed a number of forthcoming events and initiatives. Furthermore, the travel and tourism-related businesses are in immediate risk of collapsing due to the limitations on internal and foreign travel. The primary driver of economic growth in Bida, Niger State, was the incoming international tourist system, which included local transportation, air

transportation, cruises, lodging resorts, hotels, and restaurants, traditional festivals, and other sporting events. As COVID-19 illness was eventually determined to be the source of the infection and deaths, the number of visitors significantly decreased within a short period of time. To slow the fast spread of COVID-19, several nations have enacted travel restrictions, locked their borders, and instituted lockdowns.

The illness COVID-19 is very infectious. This disease is rapidly spreading, which has had a negative impact on the global economy and tourism. According to the World Travel and Tourism Council's (WTTC) Annual Economic Impact Report (EIR), the COVID-19 crisis, debilitating travel restrictions, and lockdowns would cause the global travel and tourism industry to suffer enormous losses totaling US \$4.5 trillion in 2020. The enormous losses caused a nearly 5.5% reduction in global economic value. In comparison to the year before, 2019, these worldwide tourism industry contributions to the GDP decreased by 49.1% in 2020. The drop-down graph illustrates how the travel prohibitions are hurting the tourist industry. However, the epidemic has also led to a rise in unemployment in the tourist industry, which in 2019 supported 334 million jobs globally. Furthermore, according to current estimates, the 18.5% of job losses in the travel and tourism sector are approximately equivalent to 272 million unemployed individuals.

2.1.1 Pandemics, Resilience, and Tourism

The economic, sociocultural, and political systems around the world have been significantly impacted by COVID-19 [7]. The tourist sector and infectious diseases are mutually dependent on each other since the latter both contributes to and is impacted by the effects of infectious diseases [8]. In addition to being unwell when exposed to infections, travelers are now a significant source of COVID-19 transmission when abroad or when they return home [9]. The travel and tourism industries have been paralyzed by preventive measures

implemented by various governments, including travel bans, social exclusion, lockdowns, self- and mandatory quarantines, and "stay at home" campaigns, among others [10], making the industry one of the worst hit among all the major economic sectors.

The tourism industry has been particularly vulnerable to COVID-19 preventive measures because they have primarily focused on restricting the international movement of people, but it is also used to facing a variety of environmental, economic, and political crisis (such as terrorist attacks, earthquakes, Ebola, Zika Virus, and SARS) and has become resilient in recovering from such stressors [11]. However, the type and style of COVID-19—both in terms of its unprecedentedness and consequences on enterprises involved in travel and tourism around the world—indicate that this crisis is not only exceptional but will also have a significant long-term transformational impact on the sector [12]. Depending on the degree of exposure, recovery techniques, and, most crucially, the resilience of persons working in the industry, impacts may vary among the many sub-sectors of the tourism industry as well as different destinations [13]. Nevertheless, notwithstanding differences, the COVID-19 pandemic is likely to have detrimental psychological and social effects on the health of those employed in the tourism sector and their dependents.

In this study, we use the idea of resilience to frame our attention on sociopsychological wellbeing and unemployment. According to O'Brien and Hope, resilience is the capacity to seize the chances that present themselves during a crisis in order to come out on top stronger and better than before. Focusing on resilience enables us to evaluate how people and organizations respond to challenges in the micro and macro environment by improvising and using available resources [14]. This capacity for adaptation may help the firms and employees in the tourism sector face the difficulties posed by crises like the COVID-19 outbreak. Importantly, rather than at the level of the individual, the majority of present research has used the concept of resilience at the company and community levels [15]. This is

true despite the fact that in their study of work engagement and frontline employees' satisfaction in the hotel industry, Karatepe and Karadas' identified resilience as one of the top measures of psychological capital. However, there aren't many studies that have looked at resilience from the viewpoint of employees, particularly during or after a crisis. [16]

According to researchers that have looked at resilience in the context of workers [17], owner/managers and employees of micro, small, and medium-scale tourism firms are ill-prepared and have isolated decision-making processes, which makes them less resilient. In order to "meticulously prepare for the worst and establish routines enabling them to improvise rapid responses to crises," it has been suggested that people should [18]. Unfortunately, this is not the situation in many lower-middle and low-income nations, where informal networks are typically used to identify and address concerns [19], the results of which are not always favorable, having a detrimental effect on the social and psychological health of those involved. Thus, in this paper, we are interested in how, for individuals working in Ghana's tourism sector, a low-income country, resilience develops in response to the COVID-19 pandemic. We may examine the relationship between resilience and psychological and social well-being by using resilience as our frame in this context.

2.1.2 Psychological Well-Being

According to O'Neill and Davis [20], psychological well-being is a cumulative term that has to do with a person's level of happiness or misery. The idea centers on a person's emotions and refers to a general subjective assessment that takes into account a person's views of strong positive emotion and low negative emotion [21]. Joy, engagement, interest, and affection are examples of high positive emotions, whereas sadness, discontent, stress, and worry are examples of low positive emotions [22].

Psychological well-being is positively correlated with resilience, whereby those with high levels of psychological wellbeing are thought to possess higher levels of resilience [23]. Psychological well-being has been measured using various scales that center on positive and negative effects [24] have highlighted the limited number of studies regarding tourism employees' well-being; with much research in this area having focused on well-being based on either residents' or tourists' perspectives [25], and only a small number of studies taking focus with the psychological well-being of tourism employees. For example, Lin, Chen, and Weng [26]. The psychological well-being of tourist operators has recently received attention. Research on the impact of work-family conflict on psychological well-being (such as anxiety, positive well-being, sad mood, self-control, vitality, and general health) has revealed a negative relationship. According to Witte [27], job insecurity not only increases stress but also negatively affects workers' wellbeing.

With only two rapid evaluations focused on the US by Chen and Sönmez, and one on Vietnam by Ngoc [28-30], there is a further omission regarding the effects of infectious diseases like COVID-19 on tourism employees in addition to the limited research focus on the psychological well-being of tourism employees.

2.1.3 Social Well-Being

The idea of social well-being is concerned with the social circumstances that lead to self-actualization [31]. It is believed that it is likely that a person will be found to have a high capacity for resilience when the prerequisites of social well-being are met [32]. Economic well-being is not a prerequisite for social well-being. Instead, [33] proposed various social constraints as potential constructs of social well-being, including: social integration, social acceptance, social contribution, social actualization, and social coherence. He also considered social well-being as an evaluation of one's personal condition and functioning in society.

According to Keyes [34], social integration is the amount to which people feel they have something in common with other members of their society based on the strength of their relationships with that society and the degree to which they believe they are a part of it. To "construct society through the character and traits of other people as a generic category" is to be socially accepted [35]. People who are socially accepted have faith in other people, believe in the goodness of people, and believe that people can be hardworking [36]. An individual's social worth is determined by their societal contribution. As a result, it entails the conviction that one is an important member of society with something of value to contribute [37]. The assessment of society's future prospects and trajectory is referred to as social actualization. People in better physical and mental health are more upbeat about the present and future of society and are able to appreciate its opportunities. Social coherence is related to one's perception of the social world's structure, function, and quality. Healthier people not only care about the kind of world they live in, but they also believe they can understand what is happening in their local surroundings. This study, which is based on Keyes' [38] social well-being constructs, aims to comprehend how redundancies resulting from the COVID-19 pandemic affect the social well-being of tourism employees and, consequently, how this affects one's resilience—a topic that hasn't been thoroughly examined in the tourism literature.

2.1.4 Demography, Work Characteristics, and Socio-Psychological Well-Being

Well-being and resiliency are influenced by factors like gender, age, education level, household income, and living situation [39]. Additionally, Vera-Villaruel [40] point out the beneficial correlation between socioeconomic and psychological well-being and other aspects of health. In contrast, Diener, Oishi, and Lucas [41] acknowledged that demographic variables such as income, marital status, and educational attainment account for a modest portion of the variation in well-being. As a result, opinions among academics about the impact of socio-demographic factors on well-being and whether these factors differ between

cultures are inconsistent [42]. Despite these, in African communities, social positions and hierarchical structures are frequently established by factors such as age, marital status, and degree of education [43].

With these factors indicating the kinds of enterprises and jobs that African people have [44]. Those in marriage/cohabitation relationships tend to be happier and more socio-psychologically well-adjusted, while those who do not have such relationships are more distressed. [45]. This suggests that those who have partners tend to be less affected by stressful and traumatic circumstances such as joblessness because of the companionship and camaraderie they share. Families and spouses frequently provide as a source of comfort, safety, and support in Ghana and other parts of Africa. For instance, Dayour, Adongo, and Kimbu [46] reported that the formal insurance uptake by tourism MSMEs was constrained by the reliance on family members for support during difficult times.

Additionally, marriage and cohabitation allow for social integration, serving as a survival and defense mechanism in SSA [47]. Although significant associations have been found, the relationship between age and psychological health is still unresolved. For instance, Keyes and Waterman [48] discovered that age was a major predictor of subjective well-being because it tended to grow with age.

It was more complicated, according to Myers and Diener [49], who found that while environmental mastery and autonomy tended to rise with age, personal growth and life purpose tended to fall.

Education level and employment status are frequently seen as adequate indicators of socioeconomic standing that determine financial situations and influence lifestyle preferences, decisions, and choices. Due to its capacity to create respectable employment prospects, education is frequently linked to thriving well-being and resilience [50]. Because of the

stressful circumstances brought on by poverty and a lack of resources, [51] note that groups with lower socio-psychological well-being include those who are less educated, unemployed, and have lower incomes.

In a similar vein, Briner [52] identified a range of workplace variables that affect socio-psychological well-being. These include the physical environment, which affects how physically active coworkers are, characteristics of the job (including heat, noise, and lighting), and workers' worries about their physical safety. Another widely held belief is that one of the most significant factors on psychological well-being is the structure and design of the workplace (including workload, degree of monotony, etc.). Additionally, more general organizational characteristics such as the organizational structure and culture, as well as additional organizational characteristics at the individual, local community, and local level (e.g., local unemployment levels), along with the (inter)national economic climate, could all significantly influence the psychological well-being of workers and consequently have an impact on one's levels [53].

The aforementioned elements are particularly important for the tourism industry, which continues to face problems with employee well-being like low pay, shaky security, unfavorable working conditions, and high labor turnover [53]; problems that have been made worse by the COVID-19 crisis. Therefore, we hypothesize that the socio-psychological wellbeing and resilience of redundant employees are influenced by marital status, age, and educational level.

The type of business, rank in the organization, redundancy status, employment of household members, and whether or not one has dependents are additional characteristics of the workplace that we further propose also hold significance.

2.1.5 Redundancy and Socio-Psychological Well-Being

When an employer needs to reduce the size of its employees owing to the discontinuation of economic activities or changes in operating conditions, redundancy is "a unique sort of dismissal that occurs". Employees may be completely laid off or their original number of hours worked may be decreased. [54]. For Instance, A tourism and Hospitality sector which reduces the number of its employees due to the low revenue generated incuse of the covid-19 pandemic, this has affected the well-being employees' by causing depression, anxiety and fear of being laid off from work. [55] Note that the probability of redundancy negatively impacting an individual's well-being is very high, while there is an omission in existing research regarding the examination of the relationship between redundancy and resilience. This is true even though existing research shows that the impact of redundancies on psychosocial well-being varies across countries and industries.

Employees in the tourism industry are prone to and exposed to life-changing experiences that go beyond the immediate effects of being laid off due to redundancy [56]. This has long-lasting effects on their social and psychological well-being, which may alter how they perceive the world in general and how they transition to new work situations following the crisis [57]. Accordingly, a medium to long-term job loss may have a significant impact on a person's identity, self-definition, and self-concept [58]. It is safe to infer that COVID-19 will have more severe impacts than usual because of its unanticipated emergence and the slim probability of finding remedial employment [59]. This might further contribute to the breakdown of social networks among friends, family, and coworkers [60].

As mentioned above, resource-poor economies will be particularly affected by the social and psychological burdens of such unanticipated joblessness among those working in the tourism industry as a result of COVID-19 [60]. Contrary to Europe, where national governments have

created a variety of targeted financial mechanisms to support struggling (tourist) enterprises affected by the pandemic [61], the tourism sector in SSA nations has received little to no targeted government support.

As a result, anecdotal evidence suggests that unemployment and redundancies related to tourism have skyrocketed across SSA, which could have serious social and psychological well-being repercussions for those affected (as well as for their kin) and affect their perception of the industry and long-term mental health issues. Thus, we suggest that willingness to work in the business after COVID-19 may be influenced by resilience as revealed by socio-psychological well-being.

2.2 Theoretical Framework

2.2.1 COVID-19

The coronavirus was initially discovered in the Chinese city of Wuhan before it spread over the world [62]. A cluster of pneumonia cases in Wuhan, Hubei Province, was reported by the Wuhan Municipal Health Commission on December 31, 2019, and a new coronavirus was ultimately found to be responsible [63]. China made available the COVID-19 genetic sequence on January 12, 2020. The World Health Organization (WHO) determined that COVID-19 may be classified as a pandemic on March 11, 2020, after being extremely disturbed by both the frightening levels of severity and spread of the disease as well as by the worrying levels of inactivity. To counter COVID-19, the US Secretary of Health and Human Services issued a public health emergency declaration on January 31, 2020, which was before March 11 of that year [64]. On March 13, 2020, President Trump issued a national state of emergency in response to the WHO proclamation. According to total COVID-19 case counts submitted by state and local governments to the Centers for Disease Control and Prevention (CDC) as of late-

February 2021, there are 28,285,544 cases and 508,949 fatalities in the United States [65]. Business, schools, and social gatherings are mostly shut down as the virus spread fast across the nation, and non-essential organizations are forced to perform their operations via telework. In result, teleworking has a detrimental effect on workers' wellbeing and their ability to maintain a work-life balance.

2.2.2 Employee Well-Being

The developed world is now, to a large extent, driven by the knowledge economy, where an increasing number of jobs focus on technology and information production, requiring employees to have specialized skill sets, making individuals difficult to replace. Supporting and retaining employees is therefore important for organizational success [66]. Organizational consultants have suggested that allowing employees to personalize their workspaces is a very important part of the organizational climate. They argue that companies that do not allow employees to personalize their workspaces give employees the feeling that the absence of traces of their influence on the physical work environment is symbolic of their influence within the organization [67]. Employee well-being is increasingly a focus of governments and private organizations' attention in Europe and many developed countries. Employee well-being is a vital factor for organizational success. Thus, many companies and researchers seriously analyze the concept of employee well-being [68].

2.2.3 Emotional Wellness

Wellness is characterized as a dynamic and continuing process that involves self-awareness and good lifestyle choices. Balance between the domains of the physical, emotional, intellectual, social, and spiritual is necessary for this [69]. On the other side, emotional wellness is being aware of one's good sentiments, expressing them in a healthy way, maintaining one's mood, feeling well, having a positive outlook on life, and being able to

handle stress when faced with difficult situations [70]. Emotional wellbeing is described by Zhang [71] as the awareness of feelings, their healthy expression, stability of mood, sense of self, good attitude toward others, and stress-coping skills. The emotional wellness of an individual is also determined by the level of self- control and self-awareness of a person [72]. It further emphasizes the importance of positive outlook towards life circumstances, the capability to cope with stress and ability to maintain fulfilling relationships with others [73]. Based on the literature, the following hypothesis is proposed

Work-family research has shown that trying to manage demands from multiple roles (i.e., work and family) leads to reduced resources and increased strain in the form of work-to-family conflict [74]. In addition to deciding when they begin and end work, employees' ability to take time off during the workday and control when they bring work home is negatively associated with work-family conflict [75]. However, because of the significant psychological strain and depletion of mental resources, poor family interactions reduce wellbeing [76]. According to Panatik [77], work-family conflict causes workers to become angrier and more aggressive, which can lead to mental health issues and job loss, all of which have an impact on the wellbeing of the employees. The ensuing theory is put forward in light of the literature.

2.2.4 The Effect of COVID-19 on Employee Well-Being

The COVID-19 epidemic significantly impacts people's life. Many individuals are dealing with difficulties that may be unpleasant, overwhelming, or both, and they may experience powerful emotions. The epidemic has caused abrupt adjustments to workplace procedures, which are causing uncertainty for workers and negatively harming their well-being [78]. Employers are thus not surprised that the present COVID-19 epidemic is harming employees' physical and mental health, and many of them are under a lot of stress. The

subject of employee welfare is therefore crucial in light of the current unheard-of situation. As a result, the pandemic forces those in the tourism industry who are responsible for guaranteeing the security and wellness of employees to recognize and solve those concerns [79].

Governments are promoting social distance, maintaining a safe distance between oneself and other individuals who are not from one's home, and remote working when it comes to rules and regulations to reduce exposure to COVID-19 and maintain the economy [80]. In other words, governments are attempting to accomplish two opposing but equally significant goals. However, despite the fact that social withdrawal and distant work are essential to stop the development of COVID-19, they can leave workers feeling lonely and isolated and raise stress and anxiety levels in the workplace. In other words, while remote work is effective, it also entails a unique set of hazards to employee health [81].

Many people are teleworking full-time for the first time, which is causing their daily routines to be disturbed and adding to their worry, stress, and strain. They are also working alone, away from coworkers and friends. In 2020, the Center for Workplace Mental Health. As a result, the shift to remote work and the pace of digitalization are negatively affecting employees' ability to maintain a healthy work-life balance. Employees are exhibiting counterproductive behavioral tendencies that have negative effects on their social interactions and social well-being because of remote working and social distance practices brought on by the pandemic, claim Tuzovic and Kabadayi [82], referring to the caliber of relationships between coworkers or between coworkers and their supervisor [83]. When under a lot of stress, these unproductive behavioral habits become apparent. Therefore, it is clear how the changes brought on by the pandemic would affect the welfare of employees and companies.

2.2.5 Remote Employment and Work-Life Harmony

Working remotely, also known as teleworking or mobile working, is a different type of work arrangement that incorporates the use of information and communication technology [84]. The capacity to complete the objectives or satisfy the expectations of one's professional and personal lives while also finding happiness across all life domains is known as work-life balance, which is a key indication of one's quality of life. Before COVID-19, corporations viewed remote working as a method to provide workers flexibility so they could balance their professional and personal lives and increase productivity [85]. Teleworking has been viewed as a tool to help people achieve work-life balance since remote or teleworking agreements provide people freedom over when and where they work [86]. Therefore, remote work helps people manage their duties and achieve their goals across a variety of life areas [87]. For people who have lengthy journeys to work, remote working is appealing since it may save them time. Technology advancements, time savings, improvements in the work-life balance, and lower overheads are a few reasons why enterprises and public politicians are adopting remote working.

Employees were not given an option of where to work during this lockdown. Because workers must work remotely every day of the week, teleworking is linked to much lower employee happiness [88]. As a consequence, although some employees would be delighted to continue working remotely, others could choose to go back to their offices [89]. According to surveys, teleworking is most beneficial for employee engagement and satisfaction when people work from home a few days a week and have the chance to meet with supervisors and coworkers in person on the other days [90]. In other words, while there are advantages to working remotely, the specific COVID-19 environment is likely to highlight and exaggerate those disadvantages. As a result, when it comes to their

remote workplace and the tools needed to operate efficiently, especially in terms of work-life balance, employees probably have a number of unmet demands.

Failure to attain work-life balance negatively impacts employees' families, their communities, and the companies where they work [91]. Working from home increases the likelihood of work-family conflict, according to research [92]. Therefore, workers who experience more work-to-family conflict have lower levels of job satisfaction, organizational commitment, job performance, alertness, concentration, marital satisfaction, and poor physical health, as well as higher levels of absenteeism, turnover, stress, and burnout, according to Sullivan [93].

Studies examining how distant work affects work-life balance have shown conflicting findings, indicating that remote employment can have both good and negative effects [94]. Although governments, legislators, and many inside companies view remote work arrangements as a viable means of achieving work-life balance, there is a higher association between working from home and work-family conflict [95]. Work-family problems may not be reduced by telecommuting, but it can increase employee productivity and reduce absenteeism, which helps with employee retention [96]. Thus, remote or teleworking as a result of the pandemic is adversely affecting the wellness of employees who have children, as well as those who are single, without children, or who are elderly.

2.2.6 Remote Working for Employees with Children

According to studies, working from home blurs the lines between work and personal life, which increases stress at work and increases the risk of burnout [97]. According to another survey finding, most professionals prefer working remotely since it allows them to spend time with their families, which helps them build stronger bonds with their wives, kids, and other family members [98]. Teleworking often enables people to

more effectively balance their obligations to their family and job [99]. From the standpoint of the employees' wellness, it might not be ideal in the pandemic era when people are forced to work from home and telework full-time. Employees with children face unique hazards and problems while working remotely. As a result, according to Gigauri [100], doing work-related duties and caring for children at home are significant diversions that force employees to complete their allocated responsibilities at night. Demands and duties vary often when working remotely. Therefore, many employees are under pressure to work longer hours, which ultimately raises the risk of burnout, as a result of fear of job losses, an inevitable blurring of work-life balance, isolation, workplace suitability, and a lack of adequate and reliable technology to secure their position and make themselves indispensable [101]. Connections between work and family tend to be more demanding for employees with children [102]. Long work hours are a primary cause of poor work-life balance, which increases workplace stress, which has significant social and financial implications [103]. Therefore, having a bad work-life balance might endanger the wellbeing of employees.

Along with making it more difficult to keep professional and personal lives separate, the pandemic's closure of schools and child care facilities has heightened parental expectations for workers and furthered the blurring of the barriers between work and home life [104]. Families' main concern throughout the lockdown has been childcare, which may also provide the toughest problem [105]. According to Oehler [106], employees between the ages of 35 and 44 who are in charge of childcare at home are under the most stress and are at the greatest risk of burnout. Women are more prone than males to face conflicts and a blurring of the lines between personal and professional lives [107]. Employers should help parents juggling work and daycare, and tour operators should provide fast fixes like

flexible scheduling and remote system access to support staff members with kids in new ways [108].

2.2.7 Remote Working for Older Employees

The virus, as well as the consequent worry, loneliness, stress, excessive uncertainty, depletion of resources, and performance degradation, are plaguing the enormous population of the aging workforce [109]. Older workers are more susceptible to COVID-19 infection, which lowers their level of involvement at work. Additionally, the epidemic has compelled businesses to speed up their shift to digital operations, and as a result, many elderly workers worldwide are struggling to acquire the skills they need to use technology to conduct their professions remotely [110]. Older workers often face obstacles such as access to equipment, finding a suitable workspace, and dependable internet connectivity [111].

Older workers struggle with the sudden and unexpected need to do technologically reliant jobs [112]. According to Molino [113], signs of technostress include anxiety, physical illnesses, behavioral strain, technophobia, mental tiredness, memory problems, poor concentration, impatience, feelings of exhaustion, and sleeplessness. As a result, a sizable portion of the aging workforce gets infected by the virus and has a difficult time keeping up with the rapidly evolving digital ecosystem technologies [114]. Older workers' struggles to maintain the abilities essential to operate in an increasingly digital workplace have a negative impact on their welfare and performance. Older workers who work remotely no longer have access to management and peer assistance. In other words, senior staff members have a sense of alienation and disconnection from superiors and peers [115]. [116] Claim that some elderly workers feel unsuited for remote work, and that this perception of their employability causes stress and worsening of their mental health and positive work

attitude. Older workers who already have a tiny social circle may have psychological issues as a result of the social isolation brought on by COVID-19 [117]. Social isolation has disastrous effects on workers who already have a narrow social circle, despite its goals of slowing virus transmission and promoting public health [118]. As a result, the pandemic is having an impact on older workers' psychological resilience as well as their physical and mental health.

2.2.8 Remote Working for Single and Childless Employees

Workers who are childless or single are not exempt from the detrimental effects of these changed working conditions. They are more likely to experience loneliness, lack of purpose, and its related negative repercussions [119]. Employee wellness is harmed by social isolation [120]. Even those who may be accustomed to working remotely confront new obstacles because there are few alternatives, such as Internet cafés or libraries, and as a result, individuals are unable to socialize [121]. In addition, many workers, regardless of whether they are married, are learning that communicating with coworkers and clients through screens adds more stress and is considerably more exhausting than face-to-face conversations [122]. Additionally, all workers, even singles, could need to learn new jobs with less direct supervision, which could lead to problems with expectations [123].

2.3 Conceptual Framework

2.3.1 Fear of Employee's Well-Being and Mental Health

There are various effects of fear. Its objective could include using it as a means of achieving a target. Utilizing the anxieties of the other person is motivated by a fear of the unknown. Political parties utilize the element fear to determine their objectives, in addition to being thought of as a method to inspire workers in business contexts [124]. Fear is a natural reaction to an unexpected circumstance; sometimes we may forecast the conclusion, but

sometimes the end may remain a mystery. People get anxious and afraid when the sociostructurally situations suddenly alter. According to research, these changes cause anxiety in the general population and push people to make difficult choices like self-harm and suicide. According to research, the economic crisis also affects employees' finances, job instability, and unemployment. Giorgi also described the financial crisis as a "macro stressor" that affects many aspects of an employee's financial well-being, such as the worry about losing their jobs and employment instability.

The dread of an economic crisis is also regarded in the literature as an original construct, and it is defined as an employee's belief that the firm would soon undergo a downsizing [125]. According to a study, pressure from unemployment and the lack of available work is the main cause of suicide. People who are employed or looking for work experience financial difficulty as a result of an extended economic crisis. The employees' psychological discomfort and worry of losing their jobs are brought on by these hardships. Working people are significantly impacted by the economic crisis [126]. This crisis perception may influence stress, anxiety, turnover, and absenteeism, which may have a substantial impact on the health of the workforce [127]. Stress theory examines how people and families respond to stress and how they do so [128]. Despite the fact that everyone is affected by the economic crisis, each person reacts differently and manages stress in a different way.

The COVID-19-related economic crisis has made it more difficult for the economies to go back on the path of advancement [129]. This sickness has afflicted every nation, and not only have development initiatives come to a standstill, but individuals are also having emotional and financial difficulties. In their studies, Roca [130] and Voydanoff and Donnelly [131] established that the economic crisis had a direct and detrimental effect on employees' mental health. Previous studies have also shown that the nation's economic crisis has a negative impact on employees' mental health [132]. In addition, the study by Voydanoff [131] showed

that unemployment, financial hardship, and loss of income all contribute to depression in workers and have a negative impact on their mental health.

2.3.2 Non-Employability and Mental Health

The personnel are vulnerable to the issue of perceived non-employability. Employees become even more sensitive if they believe that other companies are firing staff as a result of the current circumstances. The uncertainty management theory also explains these phenomena [133]. According to this hypothesis, people tend to become more sensitive and fragile when things are uncertain. Because employees are exposed to how their employers treat them, organizations need to be more caring. Employees who worry about losing their jobs perceive their employers as being less cooperative, which increases their anxiety of the financial crisis [134]. According to Berntson and Marklund [135], employability is the collection of abilities that would help people land new jobs. When a new job is needed in the market, it is thought that the opinion that employees have of their employer can help them get one.

A worker who perceives non-employability would think that it would be hard, if not impossible, to obtain employment for someone with his skill set [136]. The employee's psychological resources are used up by the belief and perception that they won't acquire a new work, which has an adverse effect on their mental health, especially in hard circumstances. Employees are negatively impacted by the perceived dread of becoming unemployed; this notion even has an impact on their families [137]. Fear of unemployment has a greater impact on low-income households, which can have negative mental and physical health effects [138]. Non-employability is linked to mental health issues including sadness, anxiety, and even self-harm, according to earlier study [139]. According to Giorgi [126], the economic crisis was accompanied by a surge in mental patients and even the death rate from psycho-pathological illnesses.

2.3.3 Mediating Role of Perceived Job Insecurity

The dread of losing one's work and not being able to find another one is referred to as job insecurity [140]. As a further addition, Greenhalgh and Rosenblatt [141] defined job insecurity as the vulnerability one has when working for a company where there is a risk of layoffs. Previous studies have demonstrated that job uncertainty has a wide range of effects. Complaints about mental health, a lack of commitment, and low job satisfaction are only a few of the important effects of job instability [142]. One of the things that might make people fear losing their jobs the most is the economic crisis. Employees have also created a mindset where they think that long-term ties with firms are no longer regarded loyal because of the economic uncertainty and fear of losing their jobs [143]. Employees have also developed the argument that no one is immune to job uncertainty, according to Elman and O'Rand [144]. Employees' mental health is impacted by the phenomena of feeling vulnerable, which heightens the dread of job instability [145].

Evidence that supports a link between perceived job instability and employability is widely available in the literature [146]. According to Silla [147], job uncertainty has a detrimental impact on an employee's wellbeing. Otterbach and Sousa-Poza [148] also backed a link between job uncertainty and workers' mental health. The current study, however, investigates the omitted relationship by using work uncertainty as a mediator between unemployment and mental health. One of the key elements that contributes to employee unrest and, thus, directly affects their mental health is job uncertainty.

Llosa's research [149] likewise came to the conclusion that job uncertainty has a serious impact on employees' mental health. Their research showed that among workers who believe their jobs are insecure, professional networking, a lack of life happiness, and other mental and psychological problems are common. According to research by Gallie [112], knowledge

of the employer's staff reduction is one of the main reasons why an employee worries job insecurity. As a result, the current study combines the macro-level factors of the economic crisis and macro-level organizational ideas in an effort to explain how anxiety about the economy's future and unemployment affect workers' mental health [134]. Since employee mental health has a direct impact on organizational performance, we cannot disregard its significance [150]. Therefore, we propose the following:

2.3.4 Moderating Role of Fear of COVID-19

Wars have borders, but when a sickness like COVID-19 breaks out, it shows that there are no borders. Since contagious illnesses have an impact on people's wellbeing, like COVID-19, they might be traumatizing to their mental health [151]. An expressive reaction to this circumstance is fear. The employees' worry, extreme tension, and anxiety caused by COVID-19 led to employment instability. Because of uncertainty, many, especially those in the working class, felt exposed and struggled psychologically [152]. According to academics, the dread of COVID-19 exacerbates the worry of an impending economic catastrophe, which is bad for employees' mental health [153]. Because of uncertainty, job insecurity, financial insecurity, and governmental health care regulations, employees' anxiety of COVID-19 rose significantly.

Panic and mental health problems were caused by the government's novel responses to the pandemic itself [115]. In their research, Bao [154] also supported the idea that mental stress and anger are positively correlated with diseases like COVID-19. Researchers have further demonstrated that the effects of these illnesses extend beyond the individuals who are afflicted to include families, communities, and even whole countries [155]. Due to COVID-19, organizations all over the world shuttered their doors, forbade big gatherings, fired

employees, increased unemployment, and the economy experienced its greatest crisis. Everything had a negative effect on the worker's mental health.

The quantity of research being done to develop the COVID-19 vaccine is reported in several papers. However, very few studies demonstrate how the pandemic's effects on the workforce's mental health. Employees were directly impacted because of changes in how firms operated. Because of the lack of raw materials due to travel restrictions, supply networks were fractured. Organizations were forced to decrease expenses when manufacturing and sales suffered, and terminating employees was one of the techniques used to do so. Employees who were laid off were affected by the workforce reduction, which also made the remaining workers feel insecure about their jobs [150]. Job uncertainty destroys a person's self-confidence, which then causes the employee to have mental health issues. This study so emphasizes that companies have to accept a revenue loss during this time and assist the workers in recovering from psychological stress. Consequently, the next

Endnotes

1. Abbas, S. M., & Zhiqiang, P. L. (2020). COVID19, mental wellbeing and work engagement. *International Journal of Research in Business and Social Science*, 9(4), 356-365. <https://doi.org/10.20525/ijrbs.v9i4.760>.
2. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). <https://doi.org/10.31435/rsglobalijite/30092020/7148>
3. Anderson, D., & Kelliher, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management*, 35(7/8), 677-683. <https://doi.org/10.1108/GM-07-2020-0224>
4. Archival Records - Emir's Palace, Bida. Mason, M. 1981 The Foundations of the Bida Kingdom.
5. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID- 19: Implications for human resource management. *Journal of Business Research*, 116, 183-187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
6. Nigro, L. G., & Kellough, J. E. (2014). The new public personnel administration. Cengage Learning.
7. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
8. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.

9. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>
10. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press. Nigro, L. G., and Kellough, J
11. Centers for Disease Control and Prevention. (2021a). COVID data tracker. <https://covid.cdc.gov/covid-data-tracker/tfcases totaldeaths>
12. Centers for Disease Control and Prevention. (2021b). Coping with Stress. <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>
13. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
14. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.
15. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
16. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and

- work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.
17. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
 18. Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
 19. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management Vol*, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of COVID- 19on Supply Chain and Human Resource Management Practices and Future Mark eting
 20. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
 21. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press.
 22. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
 23. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>

24. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). *Human resource management during the COVID-19 pandemic* [Unpublished master's dissertation]. California State University.
25. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
26. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
27. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
28. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
29. El-Said, O., & H. Aziz. 2021. “Virtual Tours a Means to an End: An Analysis of Virtual Tours’ Role in Tourism Recovery Post COVID-19.” *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
30. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. “International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis.” *Journal of Travel Research* 60 (3): 687–92.
31. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19

- remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>
32. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press.
33. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
34. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
35. Oehler, K. (2020, August 21). *How Covid-19 will impact employee wellbeing in the long term*. <https://www.hrzone.com/lead/change/how-covid-19-will-impact-employee-wellbeing-in-the-long-term>
36. Roberts, G. (2015). *Christian scripture and human resource management: Building a path to servant leadership through faith*. Springer. Oehler, K. Schuster, C., Weitzman, L.,
37. Sass Mikkelsen, K., Meyer-Sahling, J., Bersch, K., Fukuyama, F., Paskov, P., Rogger, D., Mistree, D., & Kay, K. (2020). Responding to COVID-19 through surveys of public servants. *Public Administration Review*, 80(5), 792-796. <https://doi.org/10.1111/puar.13246> Sifuna-Evelia, M. (2017). *Human resource management practices: A biblical*
38. Shehu Shagari Beckoned To Serve: An Autobiography. Ibadan: Intec Printers, 592 p. Yahaya, M.K. 2000.

39. Temple, Olive S. (1965). *Notes on the Tribes, Provinces, Emirates and States of the Northern Provinces of Nigeria*. London: Frank Cass.
40. Zaria: Ahmadu Bello University Press. Nadel, S.F. 1973. *A Black Byzantine*. London. Shehu, Shagari. 2001.
41. Anaf, J., F. Baum, L. Newman, A. Ziersch, & G. Jolley. 2013. "The Interplay Between Structure and Agency in Shaping the Mental Health Consequences of Job Loss." *British Medical Council Public Health* 13 (110): 1–12. doi:10.1186/1471-2458-13-110.
42. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
43. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
44. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
45. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
46. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.

47. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
48. Assaf, A. G., F. Kock, & M. Tsionas. 2021. "Tourism During and After COVID-19: An Expert-Informed Agenda for Future Research." *Journal of Travel Research*. Published online May 24. doi:10.1177/00472875211017237.
49. Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.
50. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
51. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
52. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.
53. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.

54. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
55. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
56. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
57. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
58. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
59. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
60. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).

61. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
62. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
63. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
64. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.
65. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
66. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
67. Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
68. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management*

Vol, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of COVID- 19on Supply Chain and Human Resource Management Practices and Future Mark eting

69. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
70. Charman, A., L. Patersen, L. Piper, R. Liedeman, & T. Legg. 2017. "Small Area Census Approach to Measure the Township Informal Economy in South Africa." *Journal of Mixed Methods Research* 11 (1): 36–58.
71. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi:10.1016/j.annals.2020.103080.
72. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, & M. Sherraden. 2015. "Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment" (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
73. Chowdhury, M., G. Prayag, C. Orchiston, & S. Spector. 2019. "Postdisaster Social Capital, Adaptive Resilience and Business Performance of Tourism Organizations in Christchurch, New Zealand." *Journal of Travel Research* 58 (7): 1209–26.
74. CIPD. 2020a. "Redundancy: An Introduction." Chartered Institute of Personnel and Development. <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/redundancy/factsheet#7111> (accessed September 11, 2020).
75. CIPD. 2020b. "Impact of COVID-19 on Working Lives." September. <https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact> (accessed September 14, 2020).

76. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
77. Dayour, F., S. Park, & A. N. Kimbu. 2019. "Backpackers' Perceived Risks Towards Smartphone Usage and Risk Reduction Strategies: A Mixed Methods Study." *Tourism Management* 72:52–68. doi:10.1016/j.tourman.2018.11.003.
78. Diener, E. 2007. "Guidelines for National Indicators of Subjective Well-Being and Ill-Being." *Applied Research in Quality of Life* 1 (2): 151–7.
79. Diener, E., S. Oishi, & R. E. Lucas. 2003. "Personality, Culture and Subjective Wellbeing: Emotional Cognitive Evaluation of Life." *Annual Review of Psychology* 54:403–25.
80. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
81. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
82. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. "Common Methods Variance Detection in Business Research." *Journal of Business Research* 69 (8): 3192–8.
83. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
84. Ghana Tourism Authority [GTA]. 2019. Ghana's Tourism Potential. Accra, Ghana: Ghana Tourism Authority.

85. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
86. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
87. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
88. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
89. El-Said, O., & H. Aziz. 2021. “Virtual Tours a Means to an End: An Analysis of Virtual Tours’ Role in Tourism Recovery Post COVID-19.” *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
90. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. “International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis.” *Journal of Travel Research* 60 (3): 687–92.
91. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. “Common Methods Variance Detection in Business Research.” *Journal of Business Research* 69 (8): 3192–8.
92. Galvani, A., A. A. Lew, & M. S. Perez. 2020. “COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism.” *Tourism Geographies* 22 (3): 567–76.

93. Ghana Tourism Authority [GTA]. 2019. *Ghana's Tourism Potential*. Accra, Ghana: Ghana Tourism Authority.
94. Abbas, S. M., & Zhiqiang, P. L. (2020). COVID19, mental wellbeing and work engagement. *International Journal of Research in Business and Social Science*, 9(4), 356-365. <https://doi.org/10.20525/ijrbs.v9i4.760>
95. Anderson, D., & Kelliher, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management*, 35(7/8), 677-683. <https://doi.org/10.1108/GM-07-2020-0224>
96. Archival Records - Emir's Palace, Bida. Mason, M. 1981 *The Foundations of the Bida Kingdom*.
97. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID- 19: Implications for human resource management. *Journal of Business Research*, 116, 183-187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
98. Centers for Disease Control and Prevention. (2021a). COVID data tracker. <https://covid.cdc.gov/covid-data-tracker/tfcases totaldeaths>
99. Centers for Disease Control and Prevention. (2021b). Coping with Stress. <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>
100. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
101. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.

- ¹⁰². Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.
- ¹⁰³. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
- ¹⁰⁴. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
- ¹⁰⁵. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
- ¹⁰⁶. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
- ¹⁰⁷. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
- ¹⁰⁸. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
- ¹⁰⁹. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.

- ¹¹⁰. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205>
- Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
- ¹¹¹. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
- ¹¹². Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.
- ¹¹³. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
- ¹¹⁴. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
- ¹¹⁵. Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
- ¹¹⁶. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management* Vol, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of

COVID- 19on Supply Chain and Human Resource Management Practices and Future
Mark eting

117. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
118. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
119. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
120. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
121. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
122. Oehler, K. (2020, August 21). How Covid-19 will impact employee wellbeing in the long term.<https://www.hrzone.com/lead/change/how-covid-19-will-impact-employee-wellbeing-in-the-long-term>
123. Roberts, G. (2015). *Christian scripture and human resource management: building a path to servant leadership through faith*. Springer. Oehler, K. Schuster, C., Weitzman, L.,

- ¹²⁴. Sass Mikkelsen, K., Meyer-Sahling, J., Bersch, K., Fukuyama, F., Paskov, P., Rogger, D., Mistree, D., & Kay, K. (2020). Responding to COVID-19 through surveys of public servants. *Public Administration Review*, 80(5), 792-796. <https://doi.org/10.1111/puar.13246>
- Sifuna-Evelia, M. (2017). Human resource management practices: A biblical
- ¹²⁵. Shehu Shagari Beckoned To Serve: An Autobiography. Ibadan: Intec Printers, 592 p. Yahaya, M.K. 2000.
- ¹²⁶. Temple, Olive S. (1965). Notes on the Tribes, Provinces, Emirates and States of the Northern Provinces of Nigeria. London: Frank Cass.
- ¹²⁷. Zaria: Ahmadu Bello University Press. Nadel, S.F. 1973. A Black Byzantine. London. Shehu, Shagari. 2001.
- ¹²⁸. Anaf, J., F. Baum, L. Newman, A. Ziersch, & G. Jolley. 2013. "The Interplay Between Structure and Agency in Shaping the Mental Health Consequences of Job Loss." *British Medical Council Public Health* 13 (110): 1–12. doi:10.1186/1471-2458-13-110.
- ¹²⁹. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi: 10.1016/j.annals.2020.103080.
- ¹³⁰. Assaf, A. G., F. Kock, & M. Tsionas. 2021. "Tourism During and After COVID-19: An Expert-Informed Agenda for Furture Resarch." *Journal of Travel Research*. Published online May 24. doi:10.1177/00472875211017237.
- ¹³¹. Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.

132. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
133. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
134. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
135. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
136. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
137. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
138. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
139. Charman, A., L. Patersen, L. Piper, R. Liedeman, & T. Legg. 2017. "Small Area Census Approach to Measure the Township Informal Economy in South Africa." *Journal of Mixed Methods Research* 11 (1): 36–58.

- ¹⁴⁰. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, & M. Sherraden. 2015. "Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment" (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
- ¹⁴¹. Chowdhury, M., G. Prayag, C. Orchiston, & S. Spector. 2019. "Postdisaster Social Capital, Adaptive Resilience and Business Performance of Tourism Organizations in Christchurch, New Zealand." *Journal of Travel Research* 58 (7): 1209–26.
- ¹⁴². CIPD. 2020a. "Redundancy: An Introduction." Chartered Institute of Personnel and Development. <https://www.cipd.co.uk/knowledge/fundamentals/employment/redundancy/factsheet#7111> (accessed September 11, 2020).
- ¹⁴³. CIPD. 2020b. "Impact of COVID-19 on Working Lives." September. <https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact> (accessed September 14, 2020).
- ¹⁴⁴. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
- ¹⁴⁵. Dayour, F., S. Park, & A. N. Kimbu. 2019. "Backpackers' Perceived Risks Towards Smartphone Usage and Risk Reduction Strategies: A Mixed Methods Study." *Tourism Management* 72:52–68. doi:10.1016/j.tourman.2018.11.003.
- ¹⁴⁶. Diener, E. 2007. "Guidelines for National Indicators of Subjective Well-Being and Ill-Being." *Applied Research in Quality of Life* 1 (2): 151–7.
- ¹⁴⁷. Diener, E., S. Oishi, & R. E. Lucas. 2003. "Personality, Culture and Subjective Wellbeing: Emotional Cognitive Evaluation of Life." *Annual Review of Psychology* 54:403–25.

148. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
149. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
150. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. "Common Methods Variance Detection in Business Research." *Journal of Business Research* 69 (8): 3192–8.
151. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
152. Ghana Tourism Authority [GTA]. 2019. *Ghana's Tourism Potential*. Accra, Ghana: Ghana Tourism Authority.
153. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
154. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
155. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Chapter Three

Methodology

3.1 Research Design

The design of the research study was based on survey method. The survey design is effective for gathering information on the current state of the discourse and describing what exists in relation to it. It is usually employed to explain more on quantitative and qualitative research designs, given more insights into what are worth testing quantitatively and qualitatively. It is unique in such that it fit effectively into the research problems of this study, answering the questions of what, who, why and how. More so, this design produced richness in data that leads to important recommendations in practice. [1]

3.2 Study Area

Bida Local Government Area (LGA) is located in Niger State. Bida LGA is one of the twenty-five (25) LGAs in Niger State. It was created in August 27th, 1991 following the creation of more stable and Local Government Council by the federal military government with the administrative head quarter in Bida. Historically, Bida local government has existed in the name Gbako local government since 1976. In 1979, the civilian administration created more state and local government as a result of which Gbako local government was divided into three (3) local government council namely, Gbako (with headquarter at lemu), Katcha (with headquarter at Katcha) and Bida with headquarter at Bida) [2].

However. In 1984 the federal military government after loping the then civilian administration of Alhaji Shehu Shagari merged the created local government with Their mother local government came back with headquarter at Bida more so, the local government has five (5) districts, Bida, Katcha, Badeggi, edozhigi, and lemu respectively. In 1991 the federal military government created more local government areas through the country, Gbako

local government was split in to two local government council of which Bida and Gbako local government council with headquarter at Lemu.

Bida local Government in Niger State share bounding with Gbako local government to the North, Katcha Local government to the south and western boundaries are shared with Lavun and Katcha Local government Council. Bida local Government council is occupied about 51 kilometers square of population of about 1,088,181 from 2006 population census. [3] The wards in Bida local government council are:

1. Bariki
2. Dokodza
3. Kyari
4. Landzun
5. Masaba I
6. Masaba II
7. Ceniye
8. Mayaki Ndagiya
9. Nassarafu
10. Umar majigi II
11. Umaru majigi I
12. Wadata
13. Masaga I
14. Masaga II

The secretariat of Bida local government is situated near the emir palace Bida. It is made up of six (6) department namely; finance department, Primary Health department, personnel management department, work department, agriculture department, and budgetary and

planning department which were created last in 2010, Bida local government has (515) five hundred and fifteen staff.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Niger State within Nigeria

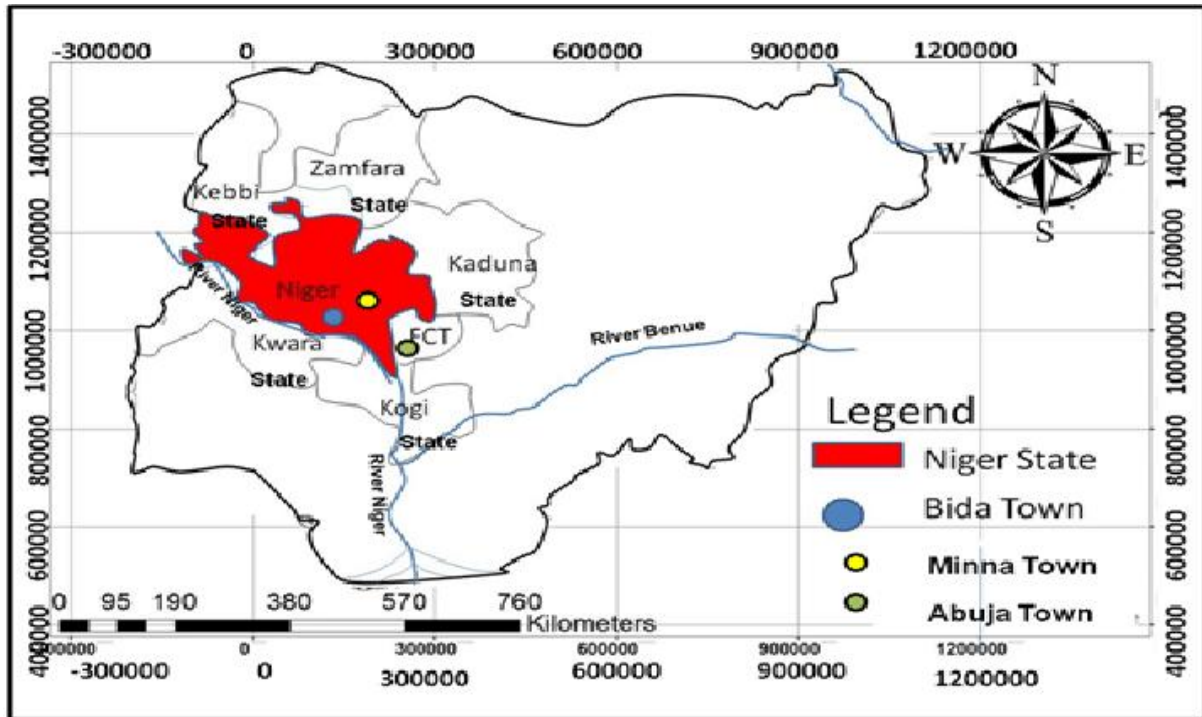


Figure 3.1: Niger state in the context of Nigeria

Source: [4] <https://www.researchgate.net/figure/Map-of-Nigeria-showing-Niger-State-and-Bida-traditional-city>

Bida with Niger State

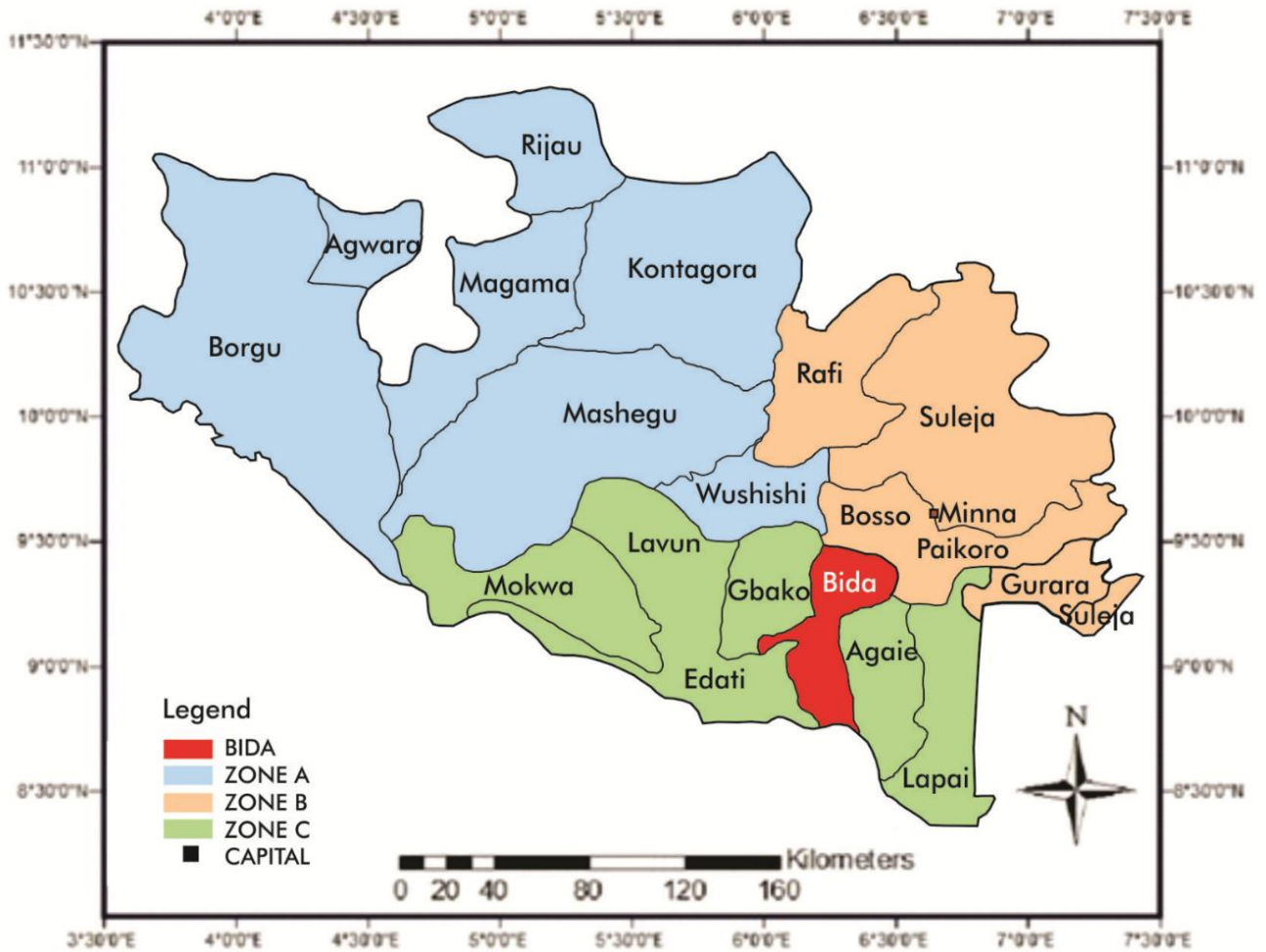


Figure 3.2: Bida in the Context of Niger State

Source:[5] <https://www.researchgate.net/figure/Map-of-Niger-State-by-Local-Government-Areas>

Bida Local Government

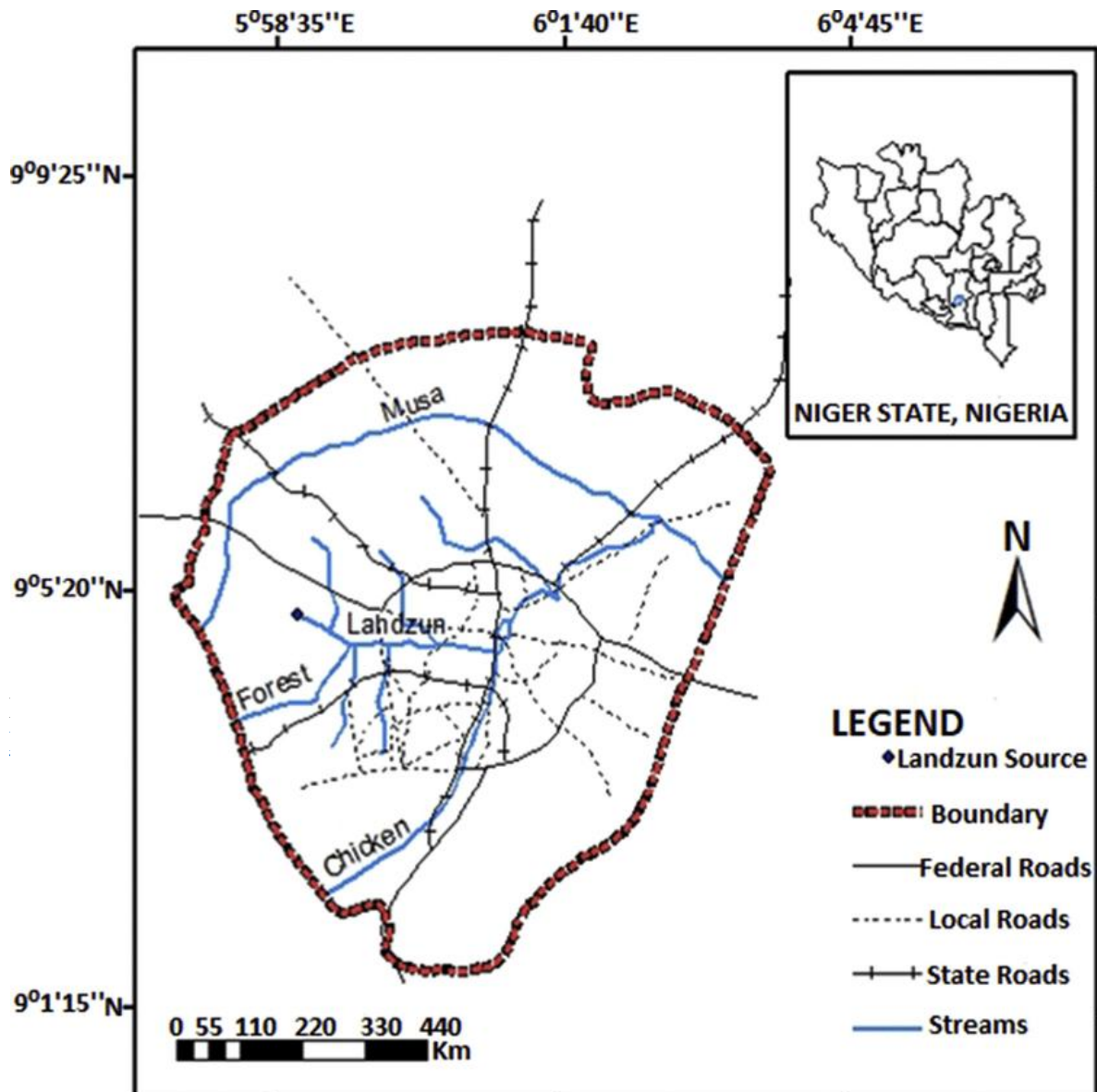


Figure 3.3: Bida Local Government,

Source: [6] <https://www.researchgate.net/figure/Map-of-Bida-by-Local-Government-Areas>

3.2.1 Language Tone

The linguistic tone of the Nupe people differs noticeably depending on an individual's position within the zonal distribution of Nupe people. One such difference is the tone used by Nupe people in the *Lafiagi/Pategi* and *Bacita* areas. In a similar vein, Nupes from *Lapai* have a tone that is obviously distinct from those from other zones. The tonal expression of Nupes in the *Lokoja*, *Muye*, and *Budan* regions is the same. When the core Nupe tone is employed, there is a common definition and understanding.

Another way to look at it is that the use of Nupe as a spoken noun is pure. However, it is interesting that certain phrases appear to have been included into the lifestyle and specific expressions in Nupe culture due to long-term or centuries-long intercultural exchanges between Hausas and Nupes. Most crucially, however, is the fact that the Nupes' primary religion, Islam, and later Jihadist actions have left behind signs of linguistic exchange and the blending of Nupe and Hausa vocabulary. Both the *Igbomina* Yoruba in the South Western Nupeland and the Nupes in *Lafiagi* are showing a similar pattern. The connections between the two tribes are so strong that in some Yoruba communities in the *Igbomina* region, Nupe heads preside over certain rites out of profound reverence for the two groups' shared ancestry. Given the history of various lineages that were created as a consequence of intermarriage between Yoruba and Nupe, this is particularly relevant.

3.2.2 Occupations

Agrarian society dominates Nupe territory, where agriculture is the center of both the economic and social life. The locals are engaged farmers. Rice, sorghum, sugar cane, millet, melon, vegetables, yam, household animal management, and fishing are the main crops farmed. Women do all tasks related to food processing. Women are in charge of selling farm products as well. However, a large number of individuals work exclusively for the

government as civil employees. Only a small number of businesses, both public and private, employ people. The Nupes have not received a fair share of national development while having a distinctive heritage. Teaching is the most prevalent profession in Nupe country. The majority of the instructors in charge of the schools in the various zones are of Nupe descent. The majority of residents in the riverfront districts are fisherman, and their wives are actively involved in fish processing and sales.

3.2.3 Industries

Traditional soap making, blacksmithing, brass work, wood work, tailoring, and cooperative endeavors are a few cottage businesses that are easy ways for Nupe people to generate cash.

The Nigerian Sugar Company, Bacita, Sunti Sugar Company, Sunti, Jebba Paper Mill, and the two largest hydroelectric power plants in Nigeria—Kanji Dam, New Bussa, and Jebba Dam, Jebba—are among the contemporary enterprises in Nupe area. Nigeria's center of power is hence Nupe land.

3.2.4 Dress

The traditional Nupe clothing now includes boxer shorts in place of "Ganpegi" short knickers and contemporary pants in place of "bente" undergarments. It is also important to note that the Nupe people have been observed wearing clothing that is common among Hausa people, particularly the "Babariga" (big flowing gown) and "Dan Kano" (long dress), which is now regarded as "Senegalese" due to the "over size" pattern of the dress. This is due to the common mode of worship in Islam, which requires long dress for prayers. It's interesting to note how outgoing and daring the Nupe adolescents are. These young people have carried the western style of clothing with them due to their interstate trips and stays in places like Lagos, Kaduna, Ilorin, and Minna. One example is the wearing of jeans-trousers with matching shirts.

3.2.5 Food

Rice is a significant staple meal found in many Nupe area homes. Either jollof rice or "eje boci" (mashed) rice can be used to cook this. The majority of farmers in and surrounding fadama lands (Low Land Marshy Areas) where rice may be grown, in places like Jima, Doko, Edozhigi, Bacita, Katcha, and Gbara, among others, saw rice farming as a significant and lucrative endeavor. This explains why rice is a frequent ingredient in Nupeland families' diets. Fish is another food that pairs well with rice; both fresh and smoked fish are widely available, especially from tributaries that are close to the Rivers Niger and Kaduna. Fishing is a year-round activity in every hamlet and town along these rivers and other smaller rivers.

In Nupe region, it is customary to provide wonderful rice and fish soup to guests as a greeting. Additionally, rice feasts are a typical component of rituals like naming or marriage ceremonies, as well as holidays like Sallah (end of Ramadan), Id-El-fir, or Id-Kabir festivities.

Other food varieties include "eje boci," a mashed meal made from sorghum, millet, and maize that Hausas call "tuwo." These are alternately served with beans, yam that has been cooked, potatoes, and garri. Sometimes millet or "Yiwara" (ground sorghum) is sprinkled on beans after they have been transformed into a paste. The "Kunu" porridge made of millet, sorghum, or maize is another staple dish. This is eaten alongside snacks like akara (bean cake), "masa" sorghum cake, "mashe" (early millet cake), or "Dankuwa," a special confection made from fried ground nut and maize, and lastly Kuli-Kuli, which is made from groundnut after extraction of groundnut oil and is popular among students as an African "biscuit." These snacks are crucial in Nupeland because they make "casual" dining possible, especially for kids who like soaking garri and drinking with their favorite foods. Most notably, they are consumed as porridge for breakfast.

The eating of "leftovers" (Jekun) made with fresh ingredients is also brought to light by this. Jekun is the process of re-cooking leftovers from a previous dinner. This leftover is from "eje boci," or mashed food, which is made from maize, millet, sorghum, or rice.

In Nupeland, certain foods go with particular soups. Some of these soups are tomato-based stews with meat, poultry, or fish. It complements a variety of foods, including "eje boci," white rice, yams, and others. Other soups include Ezowa (bean soup), which is important for "eje boci," a rice-based dish, and vegetable soup, which is occasionally blended with melon and eaten with "eje boci" rice. Some people are Ningbana (from liquid ground sorghum). When served with leftover (Jekun) food that has undergone a second cooking, ningbana is wonderful. The "Emagi" soup made from the *Herbiscus Sobderifa* (Calyx), Okro soup, and Kuka made from baobab leaves are among other popular soups. The processed locust bean known as "Kula," which is the Nupe people's equivalent of "Dadawa" (Hausa) and "Iru," is a key soup component (Yoruba).

3.2.6 Religion

Although Christianity is a widespread religion in just a small number of localities where the pioneering operations of missionaries were documented, Islam is the prevalent religion in Nupeland. Before the advent of Islam, traditional religion was practiced. As a result, neither conventional religion is acknowledged nor practiced in Nupeland. Where such activities are still practiced, there is no public acknowledgement and practitioners remain hidden out of embarrassment, loneliness, and deteriorating status as well as the potential for censure. As a result, Islam is unquestionably the majority religion in the whole Nupeland, with Christianity being practiced by a smaller percentage of people. Thus, the introduction and acceptance of Islam have changed the culture of the majority of Nupe people.

When regarded from an Islamic perspective, the Nupe civilization had certain traditions that were beneficial and some that were evil. The traditions that were in line with Islamic ideals were upheld, while those that were not were disregarded. Islam acknowledges such cultural elements, for instance, the local tradition that acknowledges the right and approval of the parents or guardians in the marriage of their children. On the other side, similar cultural norms or practices are rejected if they promote illegal sex relationships or other degrading behaviors that are forbidden in Islam.

3.2.7 Marriage in Nupe Culture

Marriage is a holy institution among the Nupes, and it is a contract between a man and a woman. The two parties are referred to as "eba yawo and yawo," which is a married couple.

Young boys and girls did not make the marriage decision on their own under the older Nupe culture. It was left up to the two families to decide on this arrangement for their respective children. But during the past three decades, this has undergone a substantial transformation. Now, before involving their parents, young boys and girls meet and reach an agreement among themselves. One thing is certain, though: the practice is done with both parents' permission and understanding. In light of this, Rinna, an elder or close family friend, is sent on a delegation trip to meet with the girl's family when the boy's family wishes to ask for the hand in marriage of a girl (desires to marry their daughter to their son). The Rinna is crucial to Nupe marriage because he serves as a middleman between the two families, always prioritizing the welfare of the boy's family.

On a mission known as "Egi wa," which means seeking a girl's marriage, the Rinna visits the girl's family at the start of talks. The proof for this expedition is a kola nut and some cash. The girl's family gathers the goods, and sooner or later, a response will appear. This is indicated by the distribution of these Kola nuts and money (no matter how little) to close and

distant family members of the girl's family, informing them that their daughter Miss A has now been blessed with a husband, which the family will ultimately approve of after due consultations and investigations.

The next step is for the Rinna to inform the boy's family that the mission has been completed, signaling a successful start. In order to express their gratitude for this endorsement, the kid and his pals will now pay the girl's family a special visit known as a "emisa" (greetings). Members of the girl's family may get to know their son-in-law thanks to this visit. This poses a significant issue for the girl's future husband or son-in-law since older ladies in the girl's neighborhood will often make jokes about the period and pretend to be the first wife. In fact, some people will even go so far as to mock his size, good appearance, and completeness. That is not an issue because the majority of Nupe people have similar appearances and are charming, gregarious, and peaceful. There haven't been any major communal, religious, ethnic, or political upheavals in Nupeland during the post-jihadist movement, according to reports. The Nupe people are such examples of harmonious cohabitation.

The next steps are connected to the preparations for the wedding. These begin with the negotiation of "Ewo yawo" (bride-price), which varies from Nupe zone to Nupe zone but is generally in line with Islamic principles. The Rinna guarantees fast payment once a certain sum has been agreed upon and other fees are reserved, such as "Godiyagi" (a tiny thank you) and "Godiyako" (big thanks). The funds are utilized, respectively, to express gratitude to family members and the girl's parents. In addition to other resources, the girl's parents utilize the latter to buy wedding presents for their cherished daughter, including plates, kitchenware, gowns, and new clothing. It is not too much to make any sacrifice in this way. This is because many women look forward to this significant moment in their life because of the Nupe custom that states, "The daughter of a bride must likewise become a bride." The Rinna meets with the boy's family to choose the month of the year they want the wedding ceremony

to take place after all the requirements have been met, the girl has reached puberty, and she is considered "mature" to bear mother obligations. He then informs the girl's family, who will consent after appropriate discussion with other family members. Finally, a precise day is chosen within the accepted month, and plans are made for the actual wedding.

The girl is formally introduced into marriage "yawo rufa dan" the night before the wedding day. The girl is unaware of this date, which is between the early 20th century and the late 19th century. However, since then, things have changed, and Nupe marriage in the twenty-first century is now characterized by the introduction of an invitation card as well as the open distribution of Kola nuts to all well-wishers from both sides.

The girl's parents call Mu 'alims (Islamic scholars) to perform the solemnization of their children's wedding fatiha on the wedding day, with members of the boy's family in attendance and other well-wishers present to witness and partake in the joy of the event.

Celebrations continue all night long after the pair is pronounced husband and wife. While some families spend the entire night preaching the Koran, most families celebrate by banging drums and singing traditional melodies with the help of well-wishers.

The new bride gets ready for her trip to her husband's house late in the wedding fatiha. When she visits relatives to say goodbye, the bride and her parents often find it difficult since tears and prayers frequently flow. Others provide her last advice and direction for a happy marriage. Finally, the girl is turned over to Rinna (yawogo), generally accompanied to her new house by a young girl and another married lady.

She is welcomed by the groom's family into a freshly decorated room in the new house. The following 24 hours are spent at this location with more parties. This time, there is much merriment, and the air is packed with singing and dancing, which are frequent occurrences.

This ritual might span 5-7 days in the ancient, centuries-old Nupe society. Today, though, the entire ritual is over in 24 to 48 hours.

Several old Nupe marital customs have been abandoned as a result of the illumination brought about by Islamic preaching and educational initiatives.

Based on the doctrine of each denomination, church wedding traditions are implemented in Christian communities. Different levels of festivities are, nevertheless, observed in terms of amusement and assistance from friends, family, and well-wishers.

3.2.8 Festivals

The most popular holidays in Nupeland are;

- (i) *Pategi Regata* - a vibrant canoe festival held at Pategi on the River Niger.
- (ii) *Bariki* celebrations in Bida - Id-Fitr and Id-Kabir festivals are celebrated on the fifth day of Sallah celebrations in Bida. Each of this celebration lasts five days. The fifth day is marked with fun fare, where the Etsu-Nupe rides on a horse backed with all titleholders on ground to support the Etsu Nupe in a beautiful procession of horses. People come from far and near to watch this colourful event. The procession is from the Emir's palace in *Wadata* through the heart of the city to the Governor's lodge in (GRA) Government Reservation Area known as *Bariki* (Elite's residential area).
- (iii) *Gani* festival in Kutigi - Men compete in an annual traditional boxing match to show off their skills. A strong confident person comes out and challengers file out and he chooses who he feels like taking on. It normally attracts large crowds from different parts of Nupeland and beyond.

3.2.9 Tourist Attractions

1. Confluence of Rivers Niger and Kaduna

At their confluence at Muregi, the Rivers Niger and Kaduna are clearly distinguished from one another, with the River Kaduna being white in color and the River Niger being greenish. Up until a few kilometers later, when the impact of other smaller tributaries changes this natural process, the two never mingle as the junction descends.

2. Masaga Glass work in Bida

The resort in Bida town is fantastic. Modern bottles are used as the first raw material in the glasswork and are melted. The bottles are heated at a high temperature under a furnace or nearby fire source in a traditional parlor (katamba) specifically designed for melting bottles and glasswork. Broken bottles that have been set on fire typically melt into a liquid that is used to create a variety of decorations, including bracelets, snake-like toys, beads, and bangles. Interestingly, in this Katamba, only members of this family have the ability to melt and shape bottles. This trade can only be practiced by members of the glass workers' families.

3. Other Tourist Attractions in Nupe Land

These are Mokwa Cattle Ranch and Kanji National Park.

4. Entertainment

In general, nupe individuals are cheerful and vivacious. They take pleasure in musical entertainment. Folk melodies and traditional music are frequently heard during wedding ceremonies at both the bride and groom's homes. On this special occasion, friends and well-wishers visit to dance and spend money while listening to the praise singers as a clear sign of their affection and best wishes. In the past, praise singing in the Bida regions has been dominated by women, whereas the Lafiyagi area had a stronger male presence. With the rise of the organizations led by Nma Gongoni and Umaru Lanle, Babaminin, and Ahmed Waka, the youngsters have just taken over the Bida neighborhood. The Angale (narrow drum) architecture that the sets are built on the flow as Angale drums has been fairly stunning and

the appealing one to the adolescents. However, the "Eyan dukun" (pot drum) and subsequently the "Gbagurasa" (larger drum that may be slung from the shoulder) are the roots of Nupe music.

The late Hajiya Fatima Lolo is the one who made Nupe music popular on a national and worldwide scale. She was a joy to witness, and with her outstanding performances at different national and international festivals, she undoubtedly added beauty and glitz to Nupe music. The Kaduna Durbar and Festac 77 are two examples. Additionally, she still has vivid memories of the lovely adventure she had at the Institute of African Studies at the University of Ibadan. Her devoted lieutenants, including late Hajiya Nnadzwa Egwa and late Fatima Raba, Hajiya Halima Bida, Hajiya Kulu Lafiagi, Hajiya Nnasha Emigubagi, Hajiya Nnasha Ewonko, and Hajiya Kulu Kuchi, followed her. Ndayisah Kusomunu, Alhaji Sheshi Emigubagi, and Ndanuwa Kpandaragi are the trade's adult men.

The Gbagurasa drum is utilised to commend guys in activity at the farm level on their competitive execution of farm tasks, and Nupe music has moreover been used as a motivator in group farming in the past. It has proven to be a successful social mobilization tool in recent years. The use of Nupe Angale music in HIV/AIDS awareness campaigns recently has shown that it is an effective technique for inspiring people to alter their attitudes, knowledge, and behaviors.

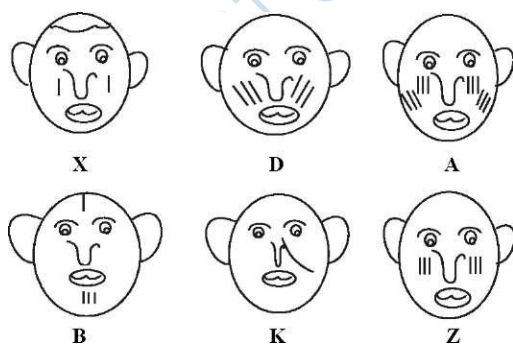
In Bida Emirate, this was exhibited to Nma Gongoni and Umaru Lanle's group as part of an experiment in HIV/AIDS entertainment and education. This raised public awareness, which increased from 83.4% unaware of HIV/AIDS in the pre-intervention assessment in 1998 to 100% aware of the illness in the post-intervention evaluation in 2000. [15].

3.2.10 Special Body Marks

Other body marks are popular nowadays, in addition to the face marks that are still used in some Nupe land communities on a smaller scale. Some people continue to leave body piercings on their stomachs, shoulders, and chests. Women used to have tattoos in previous decades, but this tradition is no longer followed.

The neck mark, which is connected to conventional therapy for sleeping sickness, is one noticeable feature. It is thought that people who are not nurtured in this way may experience stunted growth, which occasionally may result in mental disease. This belief system is now all but gone because it is uncommon to see someone wearing a neck bandage or making new neck incisions, as was formerly the practice.

The Nupes have various wounds on their faces, ranging from a single vertical mark on each cheek (kpelle) to three horizontal slashes (eyagi). On both sides of the cheek, there may occasionally be three tiny vertical incisions in addition to the three horizontal ones. But certain individuals, particularly the Kutigi people, have a distinctive single, long cut on their forehead (yegunla), and they may have an additional three to five incisions on their chin



A = Eyagi and Giye guta, B = Yegunla be nungbe'e, D = Eyagi, Z = Giye guta, X = Kpelle, K = Saye

(nungbe). The images below show a few of these facial marks.

Figure 3.4: Nupes Facial Marks

Source: [7]

3.2.11 Major Areas of Tourism and Hospitality Sector in Bida include:

- i. Masaga Glass works, Massga
- ii. Twsata Mukun Aluminium Brass work in Bida
- iii. Traditional Sallh Festival in Bida (Bariki)
- iv. House 7 Resort
- v. Kakaki Heritage Gardens, Doko road
- vi. Ibro Chalet
- vii. Wonderland Doko road
- viii. Sogbafo Guest Inn, Bida/lapai road
- ix. Uzokas International Hotel, Lowcoast Area
- x. Ibro chalet
- xi. The City wall
- xii. The Wadata Forestry Garden

(1) Masaga Glass Work in Bida

This is a fantastic vacation spot in Bida town. The famed glass works were created by melting shattered bottles, which are now in high demand in the region. The glass workers who live in Masaga area of Bida came from Miran, Egypt in the 18th century. Bida glass works are mainly decorative. The melting process involves intense application of heat to the bottles under a furnace or local fire point in a traditional parlour called (Katamba) dedicated for melting bottles and glass work. The broken bottles placed on fire normally melt into liquid product that is used to make different types of ornaments such as bangles, bracelets beads, snake like toys figurines among others which can be collected as a souvenir. Weirdly,

only members of this family have the ability to melt and shape bottles in this Katamba. This trade can only be practiced by members of the glass workers' families.



Plate 3.1: Masaga Glass Work in Bida

Source: [8]

(2) Twata Mukun Aluminum and Brass Work in Bida

Brass work seems to be a natural occupation of every Nupe indigene of Bida. This practice is introduced in the 18th century during the reign of Etsu Usman Zaki, almost every family is involved in the trade. The beauty of Bida brass and aluminum works is the conservative attachment to the traditional bellows. Originally, the product were for home decorations, cooking and storage, but with the influx of tourist to the town, the production and patronage of the brass souvenirs such as bangles, walking sticks, trays, aluminum pots, plates, cups, boxes, spoons, kettles and a host of others are taking a different dimension.

The melting process involves intense application of heat to the aluminum scraps under a furnace or local fire point in a traditional parlor refers to (Katamba) work. Interesting fact: Only family members may get together to mold aluminum in this katamba. Normally, fractured aluminum thrown on fire melts into a liquid product that is then allowed to congeal

and processed into various sorts of decorations. No one else practices this craft outside the family of the brass artisans, according to Madaki [9].



Plate 3.2: Tswata Mukun aluminium and brass work in Bida

Source: [10]

(3) Traditional Sallah Festivals in Bida (Bariki)

Bida is a historical town that is rich in culture. The people are called Nupe, so also their tribe. They usually celebrate their traditional Sallah Festival in a way so unique that it attracts regular tourists and visitors to the town, both from within and outside the country to witness the occasion.

There are two kinds of Sallah Festival celebrated in the land, in accordance with Islamic rites. These are the Eid-Fitr and Eid-Kabir Sallah Festival. The Edi-Fitr otherwise known as "Small Sallah" is normally observed to mark the end of Ramadan, which is a month-long fasting period. In Nupe land, during the Festival celebration, the emirate military chiefs invited the

various regiments for a durbar during which the regiments would showcase their horsemanship, their preparedness for war and loyalty to their emirate.

This festival attracts the use of horse riding and shooting of native guns around town. The horse riding involves the Etsu Nupe, who is the Royal Father of the Nupe Kingdom and his chiefs with different cultural dancing steps by the indigenes to entertain his Royal Highness and the visiting guests or tourists who came to grace the occasion.

The annual durbar festival kicks out with prayer outside the town, followed by the boom of musket flash salutes as hundreds of soldiers and riders dash for a dusty parade area in front of the emirs' palace. The riders salute their emir as he enters the parade ground while wearing glistening swords, blue turbans, and ostrich feathers. Men are the sole members of the parade, and they are all clothed in gorgeous turbans, many of which have one or two protruding "ears" signifying their royal ancestry. Both the young and the old take part in ensuring that tradition is upheld from generation to generation. His Royal Highness joyously marches toward the viewing stands while shouting "Bagadozhi" as they all raise their fists in the air. Warriors riding brilliantly armored horses make their approach to congregate along the parade field as spoken rhythms and traditional drums fill the air with the shrill of trumpeters and flutters, acrobats flip and catch one other musician, and other sounds. The emir's procession starts along the middle, where he rides a horse while being followed by his customary titled holders and their attendants, who are all adorned in lovely traditional garb. In order to show their respect for the governor who is there, the horse regiments rush up to the emir. In this location, refreshments are offered and various cultural dancers entertain the crowd. In actuality, this is the most amazing and colorful aspect of the entire event.

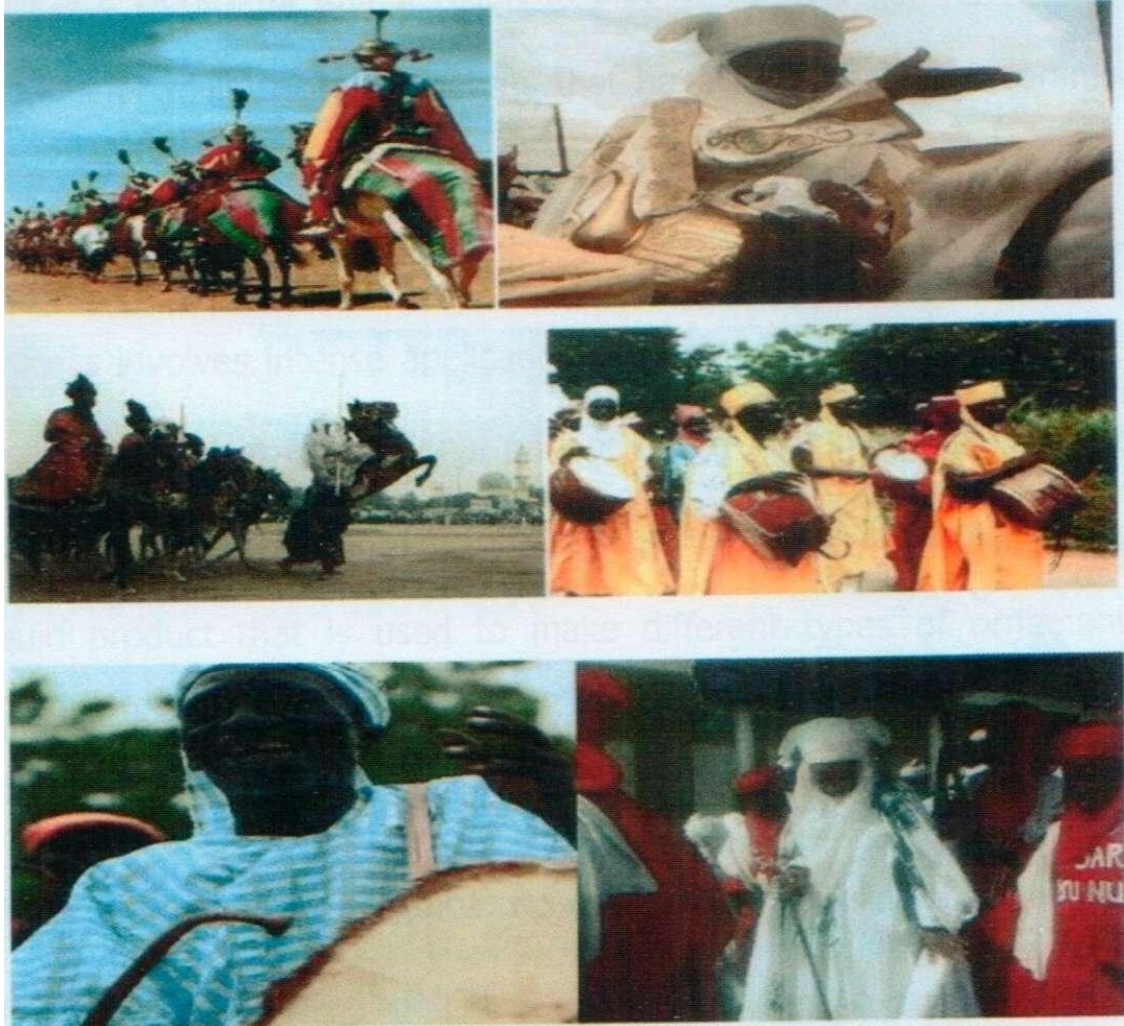


Plate 3.3: Durbar Festival in Bida Niger State

Source: [11]

(4) Wadata Forestry Garden

The Wadata Forestry Garden is feature in an area that is focus mainly for recreational activities. But, unfortunately it has abandoned and left bushing due to lack of adequate facilities and proper maintenance. This tourism site if well developed and manage it will attract both within and outside tourist and visitors for recreational and sporting activities such as football game, picnic, fun, entertainment and pleasurable experience for the visiting guest. And it will also contribute to the socio-economic growth and development of the community economy.



Plate 3.4: The Wadata Forestry Garden

Source: [12]

(5) House 7 Resort

This is one of the newest and most updated Resort in Bida. It is serenely located behind the Ramatu Dangana Estate in Gbangbara area of Bida town, and it boasts of state of the art suites, halls, and internet facilities. It is also very neat and convenient for its teeming customers, and their continental dishes are just too superb. The swimming pool is good, and j the place is very secured with security personnel always on ground, little wonder the

impressive influx of tourists and other customers to this latest wonder in Bida. It boasts of between 55 to 60 staff that run on shift, and there is constant and stable power supply therein.



Plate 3.5: House 7 Resort

Source: [13]

(6) Kakaki Heritage Garden

The Kakaki Heritage Gardens is an event centre that came into being in the year 2009. It is located along the Bida/Doko/Patigi Road, just after the Federal Polytechnic, Bida. It is made up of varieties of event centres such as the Amusement Park for children, swimming pools a mini zoo, Ice cream and snacks outlet, a sound restaurant with different cuisine, a zoo, two big halls for events, and a wide expanse of land for parking of vehicles and open air event like parties, crusades and even campaigns. It boasts of about 25 to 30 staff, include security and gatemen. The place is normally in full swing during festive periods like the Bida Durbar,

Easter, Christmas, Weddings, and Sallah Celebrations, and on a good day, it can have up to 1000 customers and above.



Plate 3.6: Kakaki Heritage Garden

Source: [14]

3.3 Method and Sources of Data Collection

The data for the study was collected from both primary and secondary sources.

3.3.1 Primary sources

This is the process of obtaining information directly from those on which the study is being concluded. The main instrument that was used to collect the data was the structured questionnaire. The structured questionnaire was designed to provide useful information on employees' demographic; characteristics of the workplace and socio-psychological well-being of the respondents in tourism and hospitality sector in Bida Niger state. The researcher had a personal face to face interview with all the staff in tourism and hospitality sector in the study area in order to obtain oral responses on the subject matter of the research problem. It

was also involved other variables and their responses which were documented by the researcher.

3.3.2 Secondary Source

The main instrument that were used were the materials from Libraries and other research units such as textbooks, google from internet, published documents, to mention but a few that were helped in providing a theoretical framework for this study.

3.4 Population of the Study

The population of the study involved the employees of the tourism and hospitality sector in the study area such hotels, bars and accommodations, attraction centers, event centres, souvenirs, tours and travels and so on. The total number of employees in tourism and hospitality sector was 400.

3.5 Sample and Sampling Techniques

Sample and sampling techniques is describing as the process of selecting a sample from a defined target population with the intent that the sample accurately represent the population in order to eliminate certain population statistics and be able to make generalized statement about a population. The sample techniques that were adopted for this study was purposive sampling. A total of 400 respondents were interviewed. However, 200 questionnaires were retrieved.

3.6 Research Instrument

This study used a methodological triangulation approach to collect the required data using administered questionnaires. This approach offered the prospect of improved confidence in the collected data. The sequence and the wording of questions were simple and direct; that made it possible of collecting information from many respondents within a short time. The

questionnaire was consisting of items within the construct of the study such as demographic, characteristics of the workplace and socio-psychological well-being of respondents in tourism and hospitality sector in Bida Niger State. However, the construct that was made-up the questionnaire were targeted on COVID-19 pandemic and employees' socio-psychological well-being in tourism and hospitality sector in Bida.

3.9 Validations and Reliability of Instrument

The instrument used in the course of this research was validated by ensuring that questions were structured in a manner that was enable the researcher to obtain relevant information on the aim and objectives of the research work. The research ensured that the questions were designed and formulated in simple and clear languages as to avoid ambiguity and made sure that the information obtained are relevant to the study of this project.

3.10 Administration of the Instrument

Questionnaire was deployed to collect data from major employees and staff in tourism and hospitality sector in Bida. Copies of questionnaires were distributed by the researcher. Close ended questionnaires were used for this purpose.

3.11 Method of Data Analysis

All data was analyzed using Statistical Package for Social Science (SPSS) Version 20. The data collected was analysed using descriptive and inferential statistics such frequency, percentage, tables, correlation analysis, multiple regression analysis chi-square statistic, respectively were used to test the formulated hypotheses.

Endnotes

1. E. Babbie, the practice of social research (12th Ed). Belmont Wadsworth Learning, 2015
2. K. Kothari: Research methodology methods and techniques (2nd ed). New York's USA 2016
3. O, Mugenda & A, Mugenda: Research methods. Quantitative and Qualitative approaches. Nairobi. Act Press. 2016.
4. <https://www.researchgate.net/figure/Map-of-Nigeria-showing-Niger-State-and-Bida-traditional-city>
5. <https://www.researchgate.net/figure/Map-of-Niger-State-by-Local-Government-Areas>
6. <https://www.researchgate.net/figure/Map-of-Bida-by-Local-Government-Areas>
7. <https://www.researchgate.net/figure/Nupes-Facial-Marks>
8. Madaki D., K. (2014). "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
9. <https://www.researchgate.net/figure/Masaga-Glass-Work-in-Bida>
10. <https://www.researchgate.net/figure/Tswata-Mukun-aluminium-and-brass-work-in-Bida>
11. <https://www.researchgate.net/figure/Durbar-Festival-in-Bida-Niger-State>
12. <https://www.google.com/search?q=The+Wadata+Forestry+Garden>
13. https://www.google.com/search?q=House+7+Resort+and+source=Inms&tbm=isch&sa=X&ved=2ahUKEwjRn_z7q9r4AhXDxYUKHd8UCWUQ_AUoAnoECAIQBA#imgsrc=fvngAM8jok7yFM
14. <https://www.google.com/search?q=Kakaki+Heritage+Garden>.
15. Yahay B. J. 2000. "Locating Research and Self in Bida Niger state" *Annals of Tourism Research* 51:1–16.

Chapter Four

Results and Discussion of Findings

4.1 Results

This chapter presents results of gathered data on the impact of COVID-19 pandemic on socio-psychological well-being of tourism and hospitality sector employees in Bida, Niger state. Data was gathered from two hundred (200) respondents. Results is presented in sub-sections.

4.2 Socio-Demographic Information

This section presents results of distribution on certain demographic variables. Age, sex, marital status, degree of education, years of experience, monthly income, dependents, kind of tourism business, rank in organization, employment status, and the number of employed household members are only a few examples.

Table 4.1: Age Distribution of Respondents

Age	Frequency	Percentage (%)
Less than 18 years	45	22.5
19-30 years	103	51.5
31-50 years	43	21.5
Above 50 years old	9	4.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.1 presents results on age distribution of respondents. It is shown that 45 (22.5%) were less than 18 years old, 103 (51.5%) were between 19 and 30 years old, 43 (21.5%) were between 31 and 50 years old, while the other 9 (4.5%) were above 50 years old. This implies that more of the respondents were between 19 and 30 years old.

Table 4.2: Sex Distribution of Respondents

Sex	Frequency	Percentage (%)
Male	110	55
Female	90	45
Total	200	100

Source: Author's Analysis, 2022

Table 4.2 presents results on sex distribution of respondents. It is shown that more of the respondents 110 (55%) were males, while the other 90 (45%) were females.

Table 4.3: Distribution of Respondents by Marital Status

Marital status	Frequency	Percentage (%)
Single	102	51
Married	97	48.5
Separated	1	0.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.3 presents results on frequency distribution according to marital status. It is shown that more of the respondents 102 (51%) were single, 97 (48.5%) were married, while the other individual indicated to be separated.

Table 4.4: Distribution of Respondents by Level of Education

Level of Education	Frequency	Percentage (%)
No formal education	6	3
Primary education	23	11.5
Secondary	70	35
Tertiary	101	50.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.4 presents results on distribution according to level of education. It is shown that 6 (3%) indicated to have no formal education, 23 (11.5%) has primary school leaving certificate, 70 (35%) were secondary school leaving certificate holders, while the other 101 (50.5%) were tertiary certificate holders.

Table 4.5: Distribution of Respondents by Monthly Income

Monthly Income	Frequency	Percentage (%)
Less than N41,000	143	71.5
N41,000-N60,000	38	19

N60,001-N80,000	14	7
N80,001-N100,000	5	2.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.5 presents results on frequency distribution according to monthly income. It is shown that more of the respondents 143 (71.5%) earn less than N41,000 naira every month, 38 (19%) earn between N41,000 and N60,000 every month, 14 (7%) earn between N60,001 and N80,000 every month, while 5 (2.5%) earn between N80,001 and N100,000 every month.

Table 4.6: Distribution of Respondents by Number of Dependents

Number of dependants	Frequency	Percentage (%)
With dependants	114	57
No dependants	86	42
Total	200	100

Source: Author's Analysis, 2022

Table 4.6 presents results of frequency distribution according to number of respondents. It is shown that more of the respondents 114 (57%) indicated to be living with dependants, while the other 86 (42%) indicated that they do not have dependants.

Table 4.7: Distribution by type of tourism

Type of tourism	Frequency	Percentage (%)
Accommodation	100	50
Attraction	29	14.5

Entertainment/events	29	14.5
Food & beverages	39	19.5
Travel & tour	3	1.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.7 presents results on frequency distribution according to type of tourism business. It is shown that more of the respondents 100 (50%) indicated to be in the accommodation sector of tourism, 29 (14.5%) were into the attraction sector, another 29 (4.5%) indicated to be in entertainment/events sector, 39 (19.5%) were in food and beverages, while the other 3 (1.5%) were in travels and tours.

Table 4.7: Rank in Organization

Rank in Organization	Frequency	Percentage (%)
Floor employee	117	58.5
Supervisor	31	15.5
Manager	52	26
Total	200	100

Source: Author's Analysis, 2022

Table 4.7 presents results on frequency distribution according to rank of respondents in the organization. It is shown that more of the respondents 117 (58.5%) indicated to be ordinary floor employees, 31 (15.5%) were supervisors, while the other 52 (26%) signified to be managers.

Table 4.8: Employment Status

Employment status	Frequency	Percentage (%)
Reduced hours	136	68
Laid off	64	32
Total	200	100

Source: Author's Analysis, 2022

Table 4.8 presents results on frequency distribution according to employment status of respondents. It is shown that more of the respondents 136 (68%) indicated to work for reduced hours, while the other 64 (32%) indicated to be laid off.

Table 4.9: Number of employed household

Number of employed household	Frequency	Percentage (%)
Member employed	105	52.5
No member employed	95	47.5
Total	200	100

Source: Author's Analysis, 2022

Table 4.9 presents results on frequency distribution according to employment status of household members. It is shown that more of the respondents 105 (52.5%) indicated that the members of their household were employed, while the other 95 (47.5%) indicated that the members of their household were not employed.

4.3 Objectives

Objective One: To determine the relationship between the demographic characteristics and socio-psychological well-being of respondents in the sector of tourism and hospitality. This was tested using multiple regression analysis and the result is presented on Table 4.10;

Table 4.10: Multiple Regression Summary Table Showing Results on the Joint and Independent influence of Demographic Factors on Socio-Psychological Well-Being

Criterion	Predictors	β	t	P	R	R ²	F	P
Psychological well-being	Age	.26	2.96	<.05				
	Marital status	-.33	-3.92	<.01				
	Level of education	.34	4.75	<.01	.50	.25	13.07	<.01
	Monthly income	.14	2.17	<.05				
	Dependants	.04	.53	>.05				
Social well-being	Age	.19	1.92	>.05				
	Marital status	-.23	-2.55	<.05				
	Level of education	.28	3.60	<.01	.36	.13	5.65	<.01
	Monthly income	-.03	-.46	>.05				

Dependants -.02 -.30 >.05

Source: Author's Analysis, 2022

Table 4.10 presents results on the influence of demographic factors on socio-psychological well-being among respondents in tourism and hospitality sector during COVID-19 pandemic. It is shown that when combined, demographic factors (age, marital status, level of education, monthly income and dependants) had significant influence on psychological well-being [$R = .50$; $R^2 = .25$; $F(5, 192) = 13.07$; $P < .01$] and social well-being [$R = .36$; $R^2 = .13$; $F(5, 192) = 5.65$; $P < .01$]. Collectively, demographic factors (age, marital status, level of education, monthly income and dependants) accounted for 25 variance in psychological well-being and 13% variance on social well-being. However, when considered independently, only age ($\beta = .26$; $t = 2.96$; $P < .05$), marital status ($\beta = -.33$; $t = -3.92$; $P < .01$), level of education ($\beta = .34$; $t = 4.75$; $P < .01$) and monthly income ($\beta = .14$; $t = 2.17$; $P < .05$) were independent predictors of psychological well-being.

However, as regards social well-being, only marital status ($\beta = -.23$; $t = -2.55$; $P < .05$) and level of education ($\beta = .28$; $t = 3.60$; $P < .01$) had independent influence on social well-being.

Objective Two: To determine the relationship between the characteristics of the workplace and sociopsychological well-being of respondents in tourism and hospitality sector.

This was tested using multiple regression analysis and the result is presented on Table 4.11;

Table 4.11: Multiple Regression Summary Table Showing Results on the Joint and Independent influence of Work Characteristics on Socio-Psychological Well-Being

Criterion	Predictors	β	t	P	R	R^2	F	P
	Years of	.03	.36	<.05				

		experience							
Psychological well-being	Rank	in	-.11	-1.29	>.05	.20	.04	1.91	>.05
		organization							
	Employment		-.15	-2.05	<.05				
		status							
	Employed		-.11	-1.60	>.05				
		household							
		Years							
		of	-.10	-1.13	>.05				
		experience							
Social well-being	Rank	in	-.02	-.28	>.05	.22	.05	2.50	<.05
		organization							
	Employment		-.16	-2.18	<.05				
		status							
	Employed		-.15	-2.05	<.05				
		household							

Source: Author's Analysis, 2022

Table 4.11 presents results on the influence of work characteristics (years of work experience, rank in organization, employment status and employed household) on socio-psychological well-being among respondents in tourism and hospitality sector during COVID-19 pandemic. It is shown that when combined, work characteristics (years of work experience, rank in organization, employment status and employed household) had no significant joint influence on psychological well-being [$R = .20$; $R^2 = .04$; $F(4, 193) = 1.91$; $P > .05$]. However,

employment status ($\beta = -.15$; $t = -2.05$; $P < .05$) was found to have independent influence on psychological well-being.

As regards social well-being, it is shown that when combined, work characteristics (years of work experience, rank in organization, employment status and employed household) had significant joint influence on social well-being during COVID-19 pandemic [$R = .22$; $R^2 = .05$; $F(4, 193) = 2.50$; $P < .05$]. However, only employment status ($\beta = -.16$; $t = -2.18$; $P < .05$) and employed household ($\beta = -.15$; $t = -2.05$; $P < .05$) was found to have independent influence on social well-being. Further analysis of the independent influence of employment status on psychological well-being, employment status and employed household is presented on Table 4.11b;

Table 4.11b: Test of Differences of Employment Status and employed Household on Socio-Psychological Well-Being

Dependent	Employment status	N	Mean	SD
Psychological well-being	Reduced hours	135	34.19	11.47
	Laid off	62	31.02	11.55
Social well-being	Employment status			
	Reduced hours	105	26.54	9.17
	Laid off	92	23.16	8.50
Employed Household member				

	Member employed	105	26.54	9.17
<hr/>				
Social Well-being				
	No member employed	92	23.16	8.50

Source: Author's Analysis, 2022

From Table 4.11b, it is shown that respondents with reduced working hours reported higher on psychological well-being (Mean = 34.19; SD = 11.47) than those who were laid off (Mean = 31.02; SD = 11.55).

Also, it is shown that respondents with reduced working hours during COVID-19 pandemic reported higher on social well-being (Mean = 26.54; SD = 9.17) than those who were laid off (Mean = 23.16; SD = 8.50).

In addition, it is shown that employed household members reported higher on social well-being (Mean = 26.54; SD = 9.17) than those who were had unemployed household members (Mean = 23.16; SD = 8.50).

Objective Three: To determine the impacts of COVID-19 epidemic on worker well-being in the tourist and hospitality sectors by addressing crucial elements including the existing environment, difficulties, and prospects.

Table 4.12: Commitment to Future Recovery Strategies

SN	Questions	Response	Frequency	Percentage
1	I may find it difficult to focus and concentrate on my job duties when I resume work	Strongly agree	45	22.5
		Agree	63	31.5
		Undecided	48	24
		Disagree	14	7

		Strongly disagree	30	15
2	I won't be focused on my work or assisting my organization in recovering because I'll be too worried about another epidemic	Strongly agree	48	24
		Agree	94	47
		Undecided	33	16.5
		Disagree	4	2
		Strongly disagree	21	10.5
3	In the future, I'll be more concerned with finding a better job than with aiding my organization's turnaround	Strongly agree	53	26.5
		Agree	86	43
		Undecided	42	21
		Disagree	8	4
		Strongly disagree	11	5.5
4	I would rather be interested in earning and saving money to protect my future when I return working for my company than my employment	Strongly agree	52	26
		Agree	88	44
		Undecided	35	17.5
		Disagree	10	5
		Strongly disagree	15	7.5
5	I won't be able to concentrate on my work because of my ongoing anxiety of losing my job	Strongly agree	55	27.5
		Agree	70	35
		Undecided	45	22.5
		Disagree	17	8.5
		Strongly disagree	13	6.5
		Total	200	100

Source: Author's Analysis, 2022

Table 4.12 presents results on frequency distribution according to commitment to future strategies among respondents. It is shown that more of the respondents 54% agreed that they when they return to work, they may find it difficult to focus on their tasks, 25% were undecided, while the other 22% disagreed that they when they return to work, they may find it difficult to focus on their tasks.

Also, more of the respondents 71% agreed that they will be pre-occupied with the anxiety of another epidemic instead concentrating on their job helping their organization recover, 16.5% were undecided, while the other 12.5% disagreed.

In addition, more of the respondents 69.5% agreed that they will be interested in securing a better job in the future instead of helping their organization recover, 21% were undecided, while the other 9.5% disagreed.

Further, more of the respondents 70% agreed that when they result work in their organization, they would rather be interested in making and saving money to secure their future instead of their work, 17.5% were undecided, while the other 12.5% disagreed that when they result work in their organization, they would rather be interested in making and saving money to secure their future instead of their work.

Finally, more, of the respondents 62.5% agreed that the anxiety of losing their job in future will haunt them, making it difficult to focus on their job, 22.5% were undecided, while the other 15% disagreed that the anxiety of losing their job in future will haunt them, making it difficult to focus on their job.

Objective Four: To determine the mental health and employees' well-being during COVID-19 pandemic.

Table 4.13a: Psychological Well-Being

SN	Questions	Response	Frequency	Percentage
1	I have lost much sleep as a result of my current situation	Strongly agree	97	48.5
		Agree	75	37.5
		Undecided	15	7.5
		Disagree	2	1
		Strongly disagree	11	5.5
2	I am unable to play my part in my family due to the situation	Strongly agree	67	33.5
		Agree	59	29.5
		Undecided	49	24.5
		Disagree	9	4.5
		Strongly disagree	16	8
3	I am incapable of making decisions	Strongly agree	46	23
		Agree	68	34
		Undecided	56	28

		Disagree	20	5
		Strongly disagree	10	10
4	I am now under constant stress	Strongly agree	65	32.5
		Agree	85	42.5
		Undecided	24	12
		Disagree	14	6
		Strongly disagree	12	7
5	I am unable to overcome any difficulties in my life	Strongly agree	43	21.5
		Agree	64	32
		Undecided	49	24.5
		Disagree	19	9.5
		Strongly disagree	25	12.5
6	I am unable to enjoy normal daily activities	Strongly agree	75	37.5
		Agree	68	34
		Undecided	28	14
		Disagree	9	4.5
		Strongly disagree	20	10
7	I cant face a problem(s) now	Strongly agree	51	25.5

		Agree	63	31.5
		Undecided	53	26.5
		Disagree	12	6
		Strongly disagree	21	10.5
8	I feel unhappy and depressed	Strongly agree	49	24.5
		Agree	74	37
		Undecided	47	23.5
		Disagree	12	6
		Strongly disagree	18	9
9	I am feeling less happy	Strongly agree	50	25
		Agree	80	40
		Undecided	45	22.5
		Disagree	7	3.5
		Strongly disagree	18	9
10	I now fear that I will not be able to take care of my family	Strongly agree	58	29
		Agree	66	33
		Undecided	29	14.5
		Disagree	8	4
		Strongly disagree	39	19.5

11	I am stressed out thinking about how I can get a job in future	Strongly agree	57	28.5
		Agree	82	41
		Undecided	22	11
		Disagree	7	3.5
		Strongly disagree	32	16
12	I feel exhausted because of the current situation	Strongly agree	58	29
		Agree	92	46
		Undecided	36	18
		Disagree	7	3.5
		Strongly disagree	7	3.5
13	I am nervous about my current situation	Strongly agree	56	28
		Agree	82	41
		Undecided	47	23.5
		Disagree	7	3.5
		Strongly disagree	8	4
14	I feel downhearted during this period	Strongly agree	65	32.5
		Agree	83	41.5
		Undecided	39	19.5
		Disagree	5	2.5

		Strongly disagree	8	4
15	I am emotionally unstable and not sure of myself during this period	Strongly agree	54	27
		Agree	73	36.5
		Undecided	48	24
		Disagree	10	5
		Strongly disagree	15	7.5
		Total	200	100

Source: Author's Analysis, 2022

From Table 4.13a, it is shown that more of the respondents 86% agreed that they have lost much sleep as a result of COVID-19 pandemic. Also, more of the respondents 63% agreed that they are unable to play their part in family dues during COVID-19 pandemic. In addition, more of the respondents 67% agreed that they are incapable of making decisions. Further, more of the respondents 75% agreed that they are under constant stress during COVID-19 pandemic.

From Table 4.13a as well, more of the respondents 53.5% agreed that they are unable to overcome any difficulties in their life. Also, more of the respondents 71.5% agreed that they are unable to enjoy normal daily activities. In addition, more of the respondents 57% agreed that they could not face problems during COVID-19 pandemic. Further, more of the respondents 71.5% agreed that they feel unhappy and depressed during COVID-19 pandemic.

Further from Table 4.13a, more of the respondents 65% agreed that they feel less happy during COVID-19 pandemic. More of the respondents 62% agreed that they fear that they will not be able to take care of their family during COVID-19 pandemic. In addition, more of the respondents 69.5% agreed that they are stressed out thinking about how they can get a job in future after COVID-19 pandemic. Also, more of the respondents 75% agreed that they feel exhausted because of COVID-19 pandemic.

From Table 4.13a, more of the respondents 69% agreed that they are nervous about Covid-19 pandemic situation. More of the respondents 74% agreed that they feel downhearted during covid-19 pandemic. Finally, more of the respondents 63.5% agreed that they are emotionally unstable and not sure of themselves during covid-19 pandemic.

Table 4.13b: Social Well-Being

SN	Questions	Response	Frequency	Percentage
1	I don't feel I belong to anything you'd call a community	Strongly agree	47	23.5
		Agree	50	25
		Undecided	44	22
		Disagree	16	8
		Strongly disagree	43	21.5
2	I feel like I am unimportant part of my community	Strongly agree	43	21.5
		Agree	57	28.5
		Undecided	38	19
		Disagree	18	9

		Strongly disagree	44	22
3	My daily activities do not produce anything worthwhile for my community	Strongly agree	66	33
		Agree	51	25.5
		Undecided	38	19
		Disagree	22	11
		Strongly disagree	23	11.5
4	I have nothing important to contribute to society	Strongly agree	38	19
		Agree	65	32.5
		Undecided	37	18.5
		Disagree	14	7
		Strongly disagree	46	23
5	I believe that people are unkind	Strongly agree	52	26
		Agree	82	41
		Undecided	39	19.5
		Disagree	10	5
		Strongly disagree	17	8.5
6	I believe that people are self-centred	Strongly agree	55	27.5
		Agree	87	43.5

		Undecided	27	13.5
		Disagree	20	10
		Strongly disagree	11	5.5
7	I feel that people are not trustworthy	Strongly agree	54	27
		Agree	95	47.5
		Undecided	26	13
		Disagree	16	8
		Strongly disagree	9	4.5
8	I think people live only for themselves	Strongly agree	66	33
		Agree	101	50.5
		Undecided	15	7.5
		Disagree	8	4
		Strongly disagree	10	5
9	I think that people don't care about other people's problems	Strongly agree	60	30
		Agree	105	52.5
		Undecided	17	8.5
		Disagree	9	4.5
		Strongly disagree	9	4.5
10	I believe that society has stopped	Strongly agree	59	29.5

	making progress	Agree	73	36.5
		Undecided	36	18
		Disagree	3	1.5
		Strongly disagree	29	14.5
11	I see society as continually evolving	Strongly agree	92	46
		Agree	82	41
		Undecided	12	6
		Disagree	3	1.5
		Strongly disagree	11	5.5
		Total	200	100

Source: Author's Analysis, 2022

It is shown on Table 4.13b that more of the respondents 48.5% agreed that they do not feel they belong to anything they call community during COVID-19 pandemic. Also, more of the respondents 50% agreed that they feel like they are unimportant part of their community during COVID-19 pandemic. In addition, more of the respondents 58.5% agreed that their daily activities do not produce anything worthwhile for their community.

Also from Table 4.13b, more of the respondents 51.5% agreed that they have nothing important to contribute to the society. In addition, more of the respondents 67% agreed that they believe that people are unkind especially during COVID-19 pandemic. Further, more of the respondents 71% agreed that they believe that people are self-centered during Covid-19 pandemic. In addition, more of the respondents 74.5% agreed that they feel that people are not trustworthy.

It is also shown on Table 4.13b that more of the respondents 83.5% agreed that they think people live only for themselves during Covid-19 pandemic. Also, more of the respondents 82.5% agreed that they think that people don't care about other people's problems. In addition, more of the respondents 66% agreed that they believe that the society has stopped making progress during COVID-19 pandemic. Finally, more of the respondents 87% agreed that they see the society as continually evolving.

4.4 Discussion of Findings

We now turn to highlight each of our major discoveries, beginning with psychological health. Marriage is a lifecycle stage connected with commitment, especially financial commitment, in the context of psychological well-being. This is especially true in Sub-Saharan Africa, where marriage ensures financial security [1]. According to our data, married employees who are laid off are finding it harder and harder to fulfill their marital responsibilities, which may cause tension and anxiety.

However, compared to their married counterparts, single redundant workers are less likely to experience such emotional stress because they do not have to worry about their partners' welfare (and children). As a result, it is critical that workers adopt additional savings strategies they can rely on in an emergency. For instance, cooperative societies, cumulative and rotating savings and credit associations, which are common in Nigeria and other contexts of Africa with limited resources, are shared saving systems [2]. Some of these societies also provide classes on wealth and money management, which may help people manage their resources more effectively even in situations with constrained financial means.

Regarding schooling, our data show that, as compared to those with lower levels of education, secondary and tertiary school dropouts are more likely to experience a decline in psychological well-being as a result of their COVID-19-induced redundancy. This conclusion

goes against conventional wisdom [3-4], which claims that people with more education earn more money and, as a result, are more resilient in terms of psychological well-being, even when they lose their jobs. These findings are significant because they show that psychological health is about more than just having a good education and a good job. Instead, it's probable that the highly educated have created a particular lifestyle and social posture that will be challenging to maintain after being laid off.

Importantly, large family sizes and high dependency rates in resource-limited contexts, like Bida, place higher financial expectations on people with higher levels of education, creating difficulties in ensuring resilience [5-6], particularly during crises [7-8]. Our research shows that these people are more likely to experience a decline in their psychological health since the pandemic's redundancy creates a situation in which they are unable to fulfill their moral and financial responsibilities to their dependents. People without dependents could feel less anxious because they just have their own needs to consider.

The results also indicate that individuals who have previously worked in the travel, tour, and attractions sub-sectors are more likely to experience a decline in their psychological wellbeing than individuals who have previously worked in the order sub-sectors. This finding might be explained by the fact that while other sub-sectors like restaurants and to some extent lodging remained open, the attractions, travel, and tour sub-sectors were among the hardest affected in Bida as well as globally. Additionally, it is anticipated that some subsectors, such as restaurants and lodging, may be able to recover more quickly than others. It could take a lot longer for the attractions, travel, and tour subsectors to get back up and running.

Four demographic and occupational traits—marital status, age, formal educational achievement, and rank in the previous organization—have been found to be highly predictive of social well-being. Focusing first on marital status, unmarried respondents were more likely

than married respondents to report a decline in their social well-being. Redundancy brought about by COVID-19 probably decreased social possibilities for many. To make up for the absence of social engagement with coworkers and acquaintances, married people were maybe more inclined to continue to see their spouse and, if applicable, children [9]. On the other hand, people who were single lacked domestic companionship and suffered more from a decline in social wellbeing. The COVID-19-induced protocols may have contributed to the marked decline in the social well-being of the unmarried participants [10], as social isolation among the unmarried respondents—the majority of whom were young and lived alone—may have been made worse by lockdowns, social distancing, and a generalized fear of face-to-face interaction [11].

The study's participants are generally younger. This is not surprising given that people under the age of 25 make up more than half of the population of Bida [12] and that younger workers in the tourism industry are disproportionately affected by COVID-19-induced redundancies [13]. Additionally, our data show that younger individuals (18–24 years old) were more likely than older individuals to experience a drop in their social well-being (aged 41 years and above). This is consistent with the finding by Keyes and Waterman [14] that subjective well-being rises with age.

From the standpoint of the human lifecycle, younger people typically have less life experience and may not be as equipped as their older counterparts to deal with challenges associated to their redundancy. The fact that young individuals are less likely to have access to savings or loans after being laid off may have made the issue worse [15]. Relatedly, the COVID-19-induced protocols that resulted in the closure of entertainment venues, social distancing measures, and movement limitations could have further restricted such an outgoing lifestyle that epitomizes social wellbeing [16]. Young people are more likely to be

connected to social networks of friends and acquaintances outside of the family home, but the COVID-19 regulations prevented them from interacting in this way.

The study showed that higher/tertiary education graduates who lost their jobs as a result of the pandemic had a larger risk of experiencing a fall in social well-being than did redundant workers with less education. Because of their low levels of compensation, people with lower levels of education in Nigeria are more likely to live in bigger family groups or, in certain cases, in their family houses [17]. As a result, they are likely to acquire resilience skills thanks to the infrastructure and support provided by such large family or household sizes. Despite the possibility that this will make them poorer [18], they often suffer less social decline than highly educated redundant workers who tend to have smaller families or households and live distant from extended family homes.

This study also showed that personnel in supervisory positions are more likely than those in top managerial positions to see a drop in their social well-being. In the workplace, managers often check in with their supervisees to make sure they are carrying out their responsibilities. Although such a relationship is professional, it also takes place in a specific social setting that allows for social contact, which can help supervisees and supervisors form ties. As a result, the supervisor-supervisee connection does improve social well-being while remaining professional. The study showed that higher/tertiary education graduates who lost their jobs as a result of the pandemic had a larger risk of experiencing a fall in social well-being than did redundant workers with less education. Because of their low levels of compensation, people with lower levels of education in Nigeria are more likely to live in bigger family groups or, in certain cases, in their family houses [19]. As a result, they are likely to acquire resilience skills thanks to the infrastructure and support provided by such large family or household sizes.

The results also showed that the psychological health of the COVID-19-induced lay off workers would affect their future commitment to work in the tourism business, supporting Baum et al [20].'s claim that the pandemic increased issues related to decent work in the sector. The results highlight how the psychological well-being of the laid-off workers serves as a basis for assessing future job commitment within the tourism industry, specifically in response to Chen's [21] call to evaluate the quality and industry of reemployment. According to the findings, a person's desire to continue working in the industry depends on how effectively they handled the epidemic in terms of their mental and social health. Here, the risky character of the tourism industry is seen as being insufficient [22] to allow for savings to protect one's future from social and psychological responsibilities in times of crises. As a result, the laid-off workers who had a COVID-19 pandemic-related drop in their psychological well-being tended to blame the tourist sector for their troubles and do not see it as a promising employment sector that can ensure their future psychological well-being. At the same time, they viewed the situation as an opportunity to move on to other sectors or to explore self-employment and/or entrepreneurial opportunities [23], which were considered more stable and able to better safeguard future psychological well-being.

Ultimately, such employees will not have the desire nor commitment to support any future recovery plans within tourism but will rather focus on ways of securing their individual employment futures. To minimize the impact of such dissonance, tourism organizations irrespective of size will have to actively consider embedding employees into crisis preparedness, management, and recovery plans in flexible and people-centered ways [24]. However, this will only be successful if there is effective communication and better support from all stakeholders, particularly through public-private-community sector partnerships for micro, small, and medium-sized businesses.

Finally, it was discovered that another variable (or disparity) emerged as a factor influencing future work commitment. According to the qualitative research, other forms of entrepreneurship were similarly linked to future industry commitment. In other words, laid-off workers found alternative means of support, such as small-scale commerce and the supply of transportation services, among others.

Most of those found to be running their small-scale enterprises did not show interest of returning to work in the industry in future, largely due low paid jobs, irregular salaries, and stress. This indicates that beyond the social and psychological burden inflicted by redundancies due to COVID-19, the financial cushioning and flexibility associated with other sources of income also influenced their decisions.

Endnotes

1. Hinks, T., & C. Gruen. 2005. "What is the Structure of South African Happiness Equations? Evidence From Quality-of-Life Surveys." *Social Indicators Research* 82:311–36.
2. Ngoasong, M. Z., & A. N. Kimbu. 2016. "Informal Microfinance Institutions and Development-Led Tourism Entrepreneurship." *Tourism Management* 52:430–9.
3. Keyes, C. L. M. 2002. "The Mental Health Continuum: From Languishing to Flourishing in Life." *Journal of Health and Social Research* 43:207–22.
4. Talala, K., T. Huurre, H. Aro, T. Martelin, & R. Prättälä. 2018. "Socio-Demographic Differences in Self-Reported Psychological Distress Among 25- to 64-Year-Old Finns." *Social Indicators Research* 86:323–35.
5. Kimbu, A. N., A. de Jong, I. Adam, A. M. Ribeiro, O. Adeola, E. Afenyo-Agbe, & C. Figueroa-Domecq. 2021. "Recontextualising Gender in Entrepreneurial Leadership." *Annals of Tourism Research* 88C. Published online March 3. doi:10.1016/j.annals.2021.103176.
6. Ngoasong, M. Z., & A. N. Kimbu. 2016. "Informal Microfinance Institutions and Development-Led Tourism Entrepreneurship." *Tourism Management* 52:430–9.
7. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674
8. Ngoasong, M. Z., & A. N. Kimbu. 2019. "Why Hurry? The Slow Process of High Growth in Women-Owned Businesses in a Resource-Scarce Context." *Journal of Small Business Management* 57 (1): 40–58. Ngoc Su, D., D. Luc Tra, H. M. Thi Huynh, H. H. T. Nguyen, & B. O'Mahony.

9. Hansson, A., Y. Forsell, J. Hochwalder, & P. Hilleras. 2008. "Impact of Changes in Life Circumstances on Subjective Well-Being in an Adult Population Over a 3-Year Period." *Public Health* 122:1392–8.
10. WHO (World Health Organisation). 2020. "WHO Coronavirus Disease (COVID-19) Dashboard." <https://covid19.who.int/> (accessed December 13, 2020).
11. Ortiz-Ospina, E. 2019. "The Rise of Living Alone: How One-Person Households are Becoming Increasingly Common Around the World." <https://ourworldindata.org/living-alone> (accessed November 16, 2020).
12. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
13. Huikari, S., & M. Korhonen. 2020. "Unemployment, Global Economic Crisis and Suicides: Evidence From 21 OECD Countries." *Applied Economics* 53 (13): 1540–50.
14. Keyes, C. L. M., & M. Waterman. 2003. "Dimensions of Well-Being and Mental Health in Adulthood." In *Well-Being: Positive Development across the Life Course*, edited by M. Bournstein, L. Davidson, C. L. M. Keyes, & A. Moore, 481– 501. Mahwah, NJ: Erlbaum.
15. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, ... & M. Sherraden. 2015. "*Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment*" (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
16. Quakyi, K. N. 2020. "Ghana's Much Praised Strategy has Gone Awry: Here is Why." *The Conversation*. <https://theconversation.com/ghanas-much-praised-covid-19-strategy-has-gone-awryhere-is-why-143217> (accessed December 13, 2020)

17. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
18. Lyon, F. 2005. "Managing Co-Operation: Trust and Power in Ghanaian Associations." *Organization Studies* 27 (1): 31–52.
19. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
20. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
21. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi:10.1016/j.annals.2020.103080
22. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
23. Kimbu, A. N., & M. Z. Ngoasong. 2016. "Women as Vectors of Social Entrepreneurship." *Annals of Tourism Research* 60:63–79.
24. UNWTO (World Tourism Organization). 2020. *AIUla Framework for Inclusive Community Development Through Tourism*. Madrid, Spain: UNWTO.

Chapter Five

Summary, Conclusion and Recommendations

5.1 Summary

This study employed a qualitative survey research method using structured questionnaire and interview method. The sample population of the study involved the management and staff of tourism and hospitality sector in the study area such as hotels, lodging, food and drink, amusement parks, events, tours, and travel. The total number of 400 questionnaires were distributed however, 200 copies was retrieved. All data were analyzed using statistical package for social science (SPSS) version 20. The data collected was analyzed using descriptive and inferential statistics such as frequency, percentage, tables, correlation, analysis, multiple regression analysis, chi-square statistics respectively were used to test the formulated hypothesis. The following results were derived from the analyzed data collected.

The results on the age distribution of respondents shows that more of the respondents were between 19 and 30 years old. The sex distribution of respondents shows that more of the respondents were males. Also, frequency distribution according to marital status shows that more of the respondents were single, followed by the married, while the other individual indicated to be separated. Respondents' level of education shows that most of the respondents are tertiary certificate holders.

Moreover, the results on frequency distribution according to monthly income shows that more of the respondents earn less than N41,000 naira every month. The results of frequency distribution according to number of respondents shows that more of the respondents indicated to be living with dependents. The result on frequency distribution according to type of tourism business shown that more of the respondents indicated to be in the accommodation sector of tourism. The result on frequency distribution according to employment status of

respondents shows that more of the respondents indicated to work for reduced hours, while the other indicated to be laid off. The results on frequency distribution according to employment status of household members shows that more of the respondents indicated that the members of their household were employed, while the other indicated that the members of their household were not employed.

According to the study, fear of an economic downturn and lack of employment increases workers' perceptions of their job security and serves as the main driver of a number of socio-psychological issues, including stress, anxiety, despair, and uncertainty during the Covivirus 19 epidemic.

5.2 Conclusion

The purpose of this study was to determine how the COVID-19 epidemic has affected the socio-psychological welfare of workers in the tourist and hospitality industry in Bida, Niger State. The paucity of study on the broader effects of the COVID-19 epidemic across industries in Nigeria prompted it to act in this way. The study contributes to our understanding of how tourism employees' social and psychological wellbeing affects their ability to take part in the industry's post-crisis recovery efforts.

It was discovered that an individual's background and professional traits can have an influence on their social and psychological well-being on their own during specific crises, such the COVID-19 pandemic. Rarely have the consequences of these background and employment factors on the social and psychological well-being of people in pandemic-induced crises been explored; this is especially true when considering redundant workers in environments with limited resources. This study adds to existing tourism research that has examined the effects of the COVID-19 crisis on the industry by highlighting the

characteristics associated with predicting the social and psychological states of COVID-19-induced redundant workers in the tourism sector in Bida [1-5].

While there has long been interest in researching how crises affect workers and employees in the tourism industry [6-8], there is currently little knowledge of how the backgrounds and work characteristics of employees who have been made redundant as a result of crises affect their social and psychological wellbeing.

By emphasizing a number of socio-demographic and occupational traits that are important in influencing the social and psychological well-being of employees, the current study likewise extends Chen's [9] study.

5.3 Recommendations

The covid-19 epidemic has shown to be extremely harmful since it has disrupted social and financial systems and wreaked havoc on the world economy.

The viability and sustainability of many different businesses, including those in the hospitality and tourist industry, are likely more at risk from such a pandemic.

Accordingly, the researcher offers the following recommendation in light of the study's findings.

- i. State holders must select the path of survival by minimizing losses rather than taking the company's profit into account in order to recover from the COVID-19 catastrophe.
- ii. Once the re-derivations are eliminated, the tourist and hospitality sectors need to use new tactics to regain the confidence of their clients.
- iii. The Niger state government and the players in the tourist sector should create and execute employee pay assistance programs and a strategy to reduce insurance premiums.

- iv. The management is being advised on how to adopt robotic technological skills and innovative ideas that will lead towards a new era of digital development as the fear of economic crisis and non-employability is becoming the root cause of the various psychological problems such as stress, depression, anxiety, and uncertainty during the COVID-19 outbreak.
- v. Finally, economic stability is crucial for the expansion of any industry. During a time of economic crisis, employees are negatively impacted and fear for their job security increases. In keeping with this, management ought to encourage open innovation as a means of creating a competitive edge for the development of the company.

5.4 Contribution to Knowledge

The paper extends theoretical knowledge on the components of employee well-being by proposing a model including workplace relationships, physical and mental health, and work–life balance and their relationship with the intensity of remote working. Contrary to views expressed in the literature, the study found no statistically significant relationship between employees’ perceptions of physical and mental health and their remote work. Instead, it showed the existence of a significant impact of telecommuting on workplace relationships and the employee’s ability to maintain a work–life balance. These findings provide practical implications important information in terms of its applicability, indicating desirable ways to shape well-being programmes in organizations.

5.5 Area of Further Studies

The study captured Impact of COVID-19 Pandemic on Socio-Psychological Well-Being of Employees in Tourism and Hospitality Sector in Bida, Niger State. The research was conducted after the COVID-19 pandemic, which forced the process of digitization and remote working. A static snapshot is presented as relationships were not explored

longitudinally. As the factors examined are time-dependent and variable in nature, further research is needed to consider change after the pandemic. In addition, employee wellbeing may change sometime after the onset of remote working, so a longitudinal study is therefore recommended. As this study only concerned Polish employees, it would also be advisable to survey employees working in other countries and regions in order to generalize the results. Research on employee well-being should take into account both perspectives—those of employees and their employers. The present study identified relationships between the constructs on a sample of employees. To get a complete picture, it would be advisable to conduct the study from the employers' perspective as well. Furthermore, this study measured the constructs through the construction of an employee self-assessment questionnaire. Research validating the results through other sources of assessment is recommended. Future research could explore related variables and their components in more detail. Additionally, future research could be expanded to include mediators and moderators of the relationship between employee well-being and digital work.

Endnotes

1. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
2. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020.
doi:10.1016/j.annals.2020.103080
3. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
4. Ioannides, D., & S. Gyimóthy. 2020. "The COVID-19 Crisis as an Opportunity for Escaping the Unsustainable Global Tourism Path." *Tourism Geographies* 22 (3): 624–32.
5. Rogerson, C., & T. Baum. 2020. "COVID-19 and African Tourism Research Agendas." *Development Southern Africa* 37 (5): 727–41.
6. Karabulut, G., M. H. Bilgrin, E. Demir, & A. C. Doker. 2020. "How Pandemics Affect Tourism: International Evidence." <https://ssrn.com/abstract=3579530> (accessed November 13, 2020).
7. Sharma, A., & J. Nicolau. 2020. "An Open Market Valuation of the Effects of the COVID-19 on Travel and Tourism." *Annals of Tourism Research* 83. Published online July 4. doi:10.1016/j.annals.2020.102990
8. Yang, Y., H. Zhang, & X. Chen. 2020. "Coronavirus Pandemic and Tourism: Dynamic Stochastic General Equilibrium Modeling of Infectious Disease Outbreak." *Annals of Tourism Research*. Published online April 2.
doi:10.1016/j.annals.2020.102913.

9. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees."
Annals of Tourism Research 89. Published online October 2020.
doi:10.1016/j.annals.2020.103080

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Bibliography

1. Wilkes, k, & Reddy, M.v (2015). *Tourist in the queen economy*, retrieved from <https://www.taylorfrancis.com/books/e/9781315885681>
2. World travel & tourism council (2019). *Economic impact reports*. Retrieved December 12, 2020 from world travel & tourism council website [https://wttc.org/research/economic impacts](https://wttc.org/research/economic%20impacts).
3. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 28(16), 2229-2255.
<https://doi.org/10.1080/09585192.2017.1345205>
4. Voorde, F. C. v. d., Paauwe, J., & Veldhoven, M. J. P. M. v. (2012). Employee well-being and the HRM-organizational performance relationship: A review of quantitative studies. *International Journal of Management Reviews: IJMR*, 14(4), 391-407.
<https://doi.org/10.1111/j.1468-2370.2011.00322.x>
5. Flaxman, S., Mishra, S., Gandy, A., Unwin, H., Mellan, T., Coupland, H., Whittaker, C., Zhu, H., Berah, T., Eaton, J., Monod, M., Ghani, A., Donnelly, C., Riley, S., Vollmer, M., Ferguson, N., Okell, L., & Bhatt, S. (2020). *Estimating the effects of nonpharmaceutical interventions on COVID-19 in Europe*. *Nature (London)*, 584(7820), 257–261. <https://doi.org/10.1038/s41586-020-2405-7>
6. Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: *How do we optimise health?* *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
7. Leon V. D. (2020). *Human resource management during the COVID-19 pandemic* [Unpublished master's dissertation]. California State University.

8. Abbas, S. M., & Zhiqiang, P. L. (2020). COVID19, mental wellbeing and work engagement. *International Journal of Research in Business and Social Science*, 9(4), 356-365. <https://doi.org/10.20525/ijrbs.v9i4.760>.
9. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). <https://doi.org/10.31435/rsglobalijite/30092020/7148>
10. Anderson, D., & Kelliher, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management*, 35(7/8), 677-683. <https://doi.org/10.1108/GM-07-2020-0224>
11. Archival Records - Emir's Palace, Bida. Mason, M. 1981 The Foundations of the Bida Kingdom.
12. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID- 19: Implications for human resource management. *Journal of Business Research*, 116, 183-187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
13. Nigro, L. G., & Kellough, J. E. (2014). The new public personnel administration. Cengage Learning.
14. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
15. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
16. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19

- remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>
17. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press. Nigro, L. G., and Kellough, J
 18. Centers for Disease Control and Prevention. (2021a). COVID data tracker. <https://covid.cdc.gov/covid-data-tracker/tfcases totaldeaths>
 19. Centers for Disease Control and Prevention. (2021b). Coping with Stress. <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>
 20. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
 21. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.
 22. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
 23. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.

24. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
25. Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
26. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management* Vol, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of COVID- 19on Supply Chain and Human Resource Management Practices and Future Mark eting
27. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>
28. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press.
29. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
30. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
31. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-

2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). *Human resource management during the COVID-19 pandemic* [Unpublished master's dissertation]. California State University.
32. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
33. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911. <https://doi.org/10.3390/su12155911>
34. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
35. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
36. El-Said, O., & H. Aziz. 2021. “Virtual Tours a Means to an End: An Analysis of Virtual Tours’ Role in Tourism Recovery Post COVID-19.” *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
37. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. “International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis.” *Journal of Travel Research* 60 (3): 687–92.
38. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress

- creators scale. *Sustainability* (Basel, Switzerland), 12(15), 5911.
<https://doi.org/10.3390/su12155911>
39. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul. (1961). *A Black Byzantium*. London: Oxford University Press.
40. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
41. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
42. Oehler, K. (2020, August 21). *How Covid-19 will impact employee wellbeing in the long term*. <https://www.hrzone.com/lead/change/how-covid-19-will-impact-employee-wellbeing-in-the-long-term>
43. Roberts, G. (2015). *Christian scripture and human resource management: Building a path to servant leadership through faith*. Springer. Oehler, K. Schuster, C., Weitzman, L.,
44. Sass Mikkelsen, K., Meyer-Sahling, J., Bersch, K., Fukuyama, F., Paskov, P., Rogger, D., Mistree, D., & Kay, K. (2020). Responding to COVID-19 through surveys of public servants. *Public Administration Review*, 80(5), 792-796. <https://doi.org/10.1111/puar.13246>
- Sifuna-Evelia, M. (2017). *Human resource management practices: A biblical*
45. Shehu Shagari Beckoned To Serve: An Autobiography. Ibadan: Intec Printers, 592 p. Yahaya, M.K. 2000.
46. Temple, Olive S. (1965). *Notes on the Tribes, Provinces, Emirates and States of the Northern Provinces of Nigeria*. London: Frank Cass.

47. Zaria: Ahmadu Bello University Press. Nadel, S.F. 1973. *A Black Byzantine*. London. Shehu, Shagari. 2001.
48. Anaf, J., F. Baum, L. Newman, A. Ziersch, & G. Jolley. 2013. "The Interplay Between Structure and Agency in Shaping the Mental Health Consequences of Job Loss." *British Medical Council Public Health* 13 (110): 1–12. doi:10.1186/1471-2458-13-110.
49. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
50. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
51. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
52. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
53. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.

54. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
55. Assaf, A. G., F. Kock, & M. Tsionas. 2021. "Tourism During and After COVID-19: An Expert-Informed Agenda for Future Research." *Journal of Travel Research*. Published online May 24. doi:10.1177/00472875211017237.
56. Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.
57. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
58. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
59. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.
60. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.

61. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
62. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
63. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
64. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
65. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
66. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
67. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).

68. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
69. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205> Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
70. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
71. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.
72. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
73. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
74. Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
75. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management*

Vol, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of COVID- 19on Supply Chain and Human Resource Management Practices and Future Mark eting

76. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
77. Charman, A., L. Patersen, L. Piper, R. Liedeman, & T. Legg. 2017. “Small Area Census Approach to Measure the Township Informal Economy in South Africa.” *Journal of Mixed Methods Research* 11 (1): 36–58.
78. Chen, C.-C. 2021. “Psychological Tolls of COVID-19 on Industry Employees.” *Annals of Tourism Research* 89. Published online October 2020. doi:10.1016/j.annals.2020.103080.
79. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, & M. Sherraden. 2015. “*Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment*” (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
80. Chowdhury, M., G. Prayag, C. Orchiston, & S. Spector. 2019. “Postdisaster Social Capital, Adaptive Resilience and Business Performance of Tourism Organizations in Christchurch, New Zealand.” *Journal of Travel Research* 58 (7): 1209–26.
81. CIPD. 2020a. “Redundancy: An Introduction.” Chartered Institute of Personnel and Development. <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/redundancy/factsheet#7111> (accessed September 11, 2020).
82. CIPD. 2020b. “Impact of COVID-19 on Working Lives.” September. <https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact> (accessed September 14, 2020).

83. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
84. Dayour, F., S. Park, & A. N. Kimbu. 2019. "Backpackers' Perceived Risks Towards Smartphone Usage and Risk Reduction Strategies: A Mixed Methods Study." *Tourism Management* 72:52–68. doi:10.1016/j.tourman.2018.11.003.
85. Diener, E. 2007. "Guidelines for National Indicators of Subjective Well-Being and Ill-Being." *Applied Research in Quality of Life* 1 (2): 151–7.
86. Diener, E., S. Oishi, & R. E. Lucas. 2003. "Personality, Culture and Subjective Wellbeing: Emotional Cognitive Evaluation of Life." *Annual Review of Psychology* 54:403–25.
87. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
88. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
89. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. "Common Methods Variance Detection in Business Research." *Journal of Business Research* 69 (8): 3192–8.
90. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
91. Ghana Tourism Authority [GTA]. 2019. Ghana's Tourism Potential. Accra, Ghana: Ghana Tourism Authority.

- ⁹². Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
- ⁹³. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
- ⁹⁴. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
- ⁹⁵. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
- ⁹⁶. El-Said, O., & H. Aziz. 2021. “Virtual Tours a Means to an End: An Analysis of Virtual Tours’ Role in Tourism Recovery Post COVID-19.” *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
- ⁹⁷. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. “International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis.” *Journal of Travel Research* 60 (3): 687–92.
- ⁹⁸. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. “Common Methods Variance Detection in Business Research.” *Journal of Business Research* 69 (8): 3192–8.
- ⁹⁹. Galvani, A., A. A. Lew, & M. S. Perez. 2020. “COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism.” *Tourism Geographies* 22 (3): 567–76.

100. Ghana Tourism Authority [GTA]. 2019. *Ghana's Tourism Potential*. Accra, Ghana: Ghana Tourism Authority.
101. Abbas, S. M., & Zhiqiang, P. L. (2020). COVID19, mental wellbeing and work engagement. *International Journal of Research in Business and Social Science*, 9(4), 356-365. <https://doi.org/10.20525/ijrbs.v9i4.760>
102. Anderson, D., & Kelliher, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management*, 35(7/8), 677-683. <https://doi.org/10.1108/GM-07-2020-0224>
103. Archival Records - Emir's Palace, Bida. Mason, M. 1981 *The Foundations of the Bida Kingdom*.
104. Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID- 19: Implications for human resource management. *Journal of Business Research*, 116, 183-187. <https://doi.org/10.1016/j.jbusres.2020.05.037>
105. Centers for Disease Control and Prevention. (2021a). COVID data tracker. <https://covid.cdc.gov/covid-data-tracker/tfcases totaldeaths>
106. Centers for Disease Control and Prevention. (2021b). Coping with Stress. <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>
107. Center for Workplace Mental Health. (2021). Remotely during COVID-19. <http://www.workplacementalhealth.org/Employer-Resources/Working-Remotely-During-COVID-19>
108. Falola, Toyin, & Akanmu Adebayo (1985). "Pre-Colonial Nigeria: North of the Niger-Benue." In *Nigerian History and Culture*, edited by Richard Olaniyan, 56-96. London: Longman.

- ¹⁰⁹. Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.
- ¹¹⁰. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
- ¹¹¹. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
- ¹¹². Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
- ¹¹³. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
- ¹¹⁴. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
- ¹¹⁵. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
- ¹¹⁶. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.

- ¹¹⁷. Kowalski, T. H., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 25(16), 2229-2255. <https://doi.org/10.1080/09585192.2017.1345205>
- Leon V. D. (2020). Human resource management during the COVID-19 pandemic [Unpublished master's dissertation]. California State University.
- ¹¹⁸. Gigauri, I. (2020). Effects of COVID-19 on human resource management from the perspective of digitalization and work-life-balance. *International Journal of Innovative Technologies in Economy*, (4 (31)). https://doi.org/10.31435/rsglobal_ijite/30092020/7148
- ¹¹⁹. Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546. <https://doi.org/10.1108/ER-08-2012-0059>.
- ¹²⁰. Indigenous Music for Entertainment Education: Lessons from AIDS Bata na ewu eza na in Bida Emirate, Nigeria. Ibadan: Stirling Horden Publishers, 58 p.
- ¹²¹. Armitage, D., C. Béné, A. T. Charles, D. Johnson, & E. H. Allison. 2012. "The interplay of well-being and resilience in applying a social-ecological perspective." *Ecology and Society* 17 (4): 15.
- ¹²². Kirk-Greene, Anthony Hamilton (1972). *Gazetteers of the Northern Province of Nigeria*, vol. III. London: Frank Cass.
- ¹²³. Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on Supply Chain and Human Resource Management Practices and Future Marketing. *International Journal of Supply Chain Management* Vol, 9(5), 1681. <https://www.researchgate.net/publication/344899677> The Impact of

COVID- 19on Supply Chain and Human Resource Management Practices and Future
Marketing

124. Malinen, S. K., Wong, J. H. K., & Naswall, K. (2020). Effective workplace strategies to support employee wellbeing during a pandemic. *New Zealand Journal of Employment Relations*, 45(2).<https://doi.org/10.24135/nzjer.v45i2.24>
125. Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during covid-19 remote working: An investigation using the italian translation of the technostress creators scale. *Sustainability (Basel, Switzerland)*, 12(15), 5911. <https://doi.org/10.3390/su12155911>
126. Nadel, Siegfried Frederick (1954). *Nupe Religion*. London: Routledge and Kegan Paul.— (1961). *A Black Byzantium*. London: Oxford University Press.
127. Nigro, L. G., & Kellough, J. E. (2014). *The new public personnel administration*. Cengage Learning.
128. Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: How do we optimise health? *BMC Public Health*, 20(1), 1825-1825. <https://doi.org/10.1186/s12889-020-09875-z>
129. Oehler, K. (2020, August 21). How Covid-19 will impact employee wellbeing in the long term.<https://www.hrzone.com/lead/change/how-covid-19-will-impact-employee-wellbeing-in-the-long-term>
130. Roberts, G. (2015). *Christian scripture and human resource management: building a path to servant leadership through faith*. Springer. Oehler, K. Schuster, C., Weitzman, L.,

131. Sass Mikkelsen, K., Meyer-Sahling, J., Bersch, K., Fukuyama, F., Paskov, P., Rogger, D., Mistree, D., & Kay, K. (2020). Responding to COVID-19 through surveys of public servants. *Public Administration Review*, 80(5), 792-796. <https://doi.org/10.1111/puar.13246>
- Sifuna-Evelia, M. (2017). Human resource management practices: A biblical
132. Shehu Shagari Beckoned To Serve: An Autobiography. Ibadan: Intec Printers, 592 p. Yahaya, M.K. 2000.
133. Temple, Olive S. (1965). Notes on the Tribes, Provinces, Emirates and States of the Northern Provinces of Nigeria. London: Frank Cass.
134. Zaria: Ahmadu Bello University Press. Nadel, S.F. 1973. A Black Byzantine. London. Shehu, Shagari. 2001.
135. Anaf, J., F. Baum, L. Newman, A. Ziersch, & G. Jolley. 2013. "The Interplay Between Structure and Agency in Shaping the Mental Health Consequences of Job Loss." *British Medical Council Public Health* 13 (110): 1–12. doi:10.1186/1471-2458-13-110.
136. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi: 10.1016/j.annals.2020.103080.
137. Assaf, A. G., F. Kock, & M. Tsionas. 2021. "Tourism During and After COVID-19: An Expert-Informed Agenda for Furture Resarch." *Journal of Travel Research*. Published online May 24. doi:10.1177/00472875211017237.
138. Awang-Hashim, R., A. Kaur, & M. Noman. 2015. "The Interplay of Socio-Psychological Factors on School Engagement Among Early Adolescents." *Journal of Adolescence* 45: 214–24.

139. Baker, A. A., M. M. Osman, S. Bachok, M., Ibrahim, & M. Z. Mohamed. 2015. "Modelling Economic Wellbeing and Social Wellbeing for Sustainability; A Theoretical Concept." *Procedia Environmental Science* 28:286–96.
140. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
141. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
142. Baum, T., S. Mooney, R. Robinson, & D. Solnet. 2020. "COVID-19's impact on the hospitality workforce - new crisis or amplification of the norm?" *International Journal of Contemporary Hospitality Management* 32 (9): 2813–2829.
143. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
144. Briner, R. B. 2000. "Relationships Between Work Environments, Psychological Environments and Psychological Well-Being." *Occupational Medicine* 50 (5): 299–303. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
145. Chambers, D., & C. Buzinde. 2015. "Tourism and Decolonisation: Locating Research and Self." *Annals of Tourism Research* 51:1–16.
146. Charman, A., L. Patersen, L. Piper, R. Liedeman, & T. Legg. 2017. "Small Area Census Approach to Measure the Township Informal Economy in South Africa." *Journal of Mixed Methods Research* 11 (1): 36–58.

147. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, & M. Sherraden. 2015. "Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment" (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
148. Chowdhury, M., G. Prayag, C. Orchiston, & S. Spector. 2019. "Postdisaster Social Capital, Adaptive Resilience and Business Performance of Tourism Organizations in Christchurch, New Zealand." *Journal of Travel Research* 58 (7): 1209–26.
149. CIPD. 2020a. "Redundancy: An Introduction." Chartered Institute of Personnel and Development. <https://www.cipd.co.uk/knowledge/fundamentals/employment/redundancy/factsheet#7111> (accessed September 11, 2020).
150. CIPD. 2020b. "Impact of COVID-19 on Working Lives." September. <https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact> (accessed September 14, 2020).
151. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
152. Dayour, F., S. Park, & A. N. Kimbu. 2019. "Backpackers' Perceived Risks Towards Smartphone Usage and Risk Reduction Strategies: A Mixed Methods Study." *Tourism Management* 72:52–68. doi:10.1016/j.tourman.2018.11.003.
153. Diener, E. 2007. "Guidelines for National Indicators of Subjective Well-Being and Ill-Being." *Applied Research in Quality of Life* 1 (2): 151–7.
154. Diener, E., S. Oishi, & R. E. Lucas. 2003. "Personality, Culture and Subjective Wellbeing: Emotional Cognitive Evaluation of Life." *Annual Review of Psychology* 54:403–25.

155. El-Said, O., & H. Aziz. 2021. "Virtual Tours a Means to an End: An Analysis of Virtual Tours' Role in Tourism Recovery Post COVID-19." *Journal of Travel Research*. Published online March 10. doi:10.1177/0047287521997567.
156. Farzanegan, M. R., H. F. Gholipour, M. Feizi, R. Nunkoo, & A. E. Andargoli. 2021. "International Tourism and Outbreak of Coronavirus (COVID-19): A Cross-Country Analysis." *Journal of Travel Research* 60 (3): 687–92.
157. Fuller, C. M., M. J. Simmering, G. Atinc, Y. Atinc, & B. J. Babin. 2016. "Common Methods Variance Detection in Business Research." *Journal of Business Research* 69 (8): 3192–8.
158. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
159. Ghana Tourism Authority [GTA]. 2019. *Ghana's Tourism Potential*. Accra, Ghana: Ghana Tourism Authority.
160. E. Babbie, *the practice of social research* (12th Ed). Belmont wads worth centage learning, 2015
161. K. kothani: *Research methodology methods and techniques* (2nd ed). New York's USA 2016
162. O, Mugenda & A, Mugenda: *Research methods. Quantitative and Qualitative approaches*. Nairaobi. Act press. 2016.
163. <https://www.researchgate.net/figure/Map-of-Nigeria-showing-Niger-State-and-Bida-traditional-city>
164. <https://www.researchgate.net/figure/Map-of-Niger-State-by-Local-Government-Areas>
165. <https://www.researchgate.net/figure/Map-of-Bida-by-Local-Government-Areas>
166. [https://www.researchgate.net/figure/Nupes Facial Marks](https://www.researchgate.net/figure/Nupes-Facial-Marks)
167. [https://www.researchgate.net/figure/Masaga Glass Work in Bida](https://www.researchgate.net/figure/Masaga-Glass-Work-in-Bida)

168. [https://www.researchgate.net/figure/Tswata Mukun aluminium and brass work in Bida](https://www.researchgate.net/figure/Tswata-Mukun-aluminium-and-brass-work-in-Bida)
169. [https://www.researchgate.net/figure/Durbar Festival in Bida Niger State](https://www.researchgate.net/figure/Durbar-Festival-in-Bida-Niger-State)
170. [https://www.google.com/search?q= The Wadata Forestry Garden](https://www.google.com/search?q=The+Wadata+Forestry+Garden)
171. https://www.google.com/search?q=House+7+Resortandsource=lnms&tbm=isch&sa=X&ved=2ahUKEwjRn_z7q9r4AhXDxYUKHd8UCWUQ_AUoAnoECAIQBA#imgsrc=fvngAM8jok7yFM
172. [https://www.google.com/search?q=Kakaki Heritage Garden.](https://www.google.com/search?q=Kakaki+Heritage+Garden)
173. Hinks, T., & C. Gruen. 2005. "What is the Structure of South African Happiness Equations? Evidence From Quality-of-Life Surveys." *Social Indicators Research* 82:311–36.
174. Ngoasong, M. Z., & A. N. Kimbu. 2016. "Informal Microfinance Institutions and Development-Led Tourism Entrepreneurship." *Tourism Management* 52:430–9.
175. Keyes, C. L. M. 2002. "The Mental Health Continuum: From Languishing to Flourishing in Life." *Journal of Health and Social Research* 43:207–22.
176. Talala, K., T. Huurre, H. Aro, T. Martelin, & R. Prättälä. 2018. "Socio-Demographic Differences in Self-Reported Psychological Distress Among 25- to 64-Year-Old Finns." *Social Indicators Research* 86:323–35.
177. Kimbu, A. N., A. de Jong, I. Adam, A. M. Ribeiro, O. Adeola, E. Afenyo-Agbe, & C. Figueroa-Domecq. 2021. "Recontextualising Gender in Entrepreneurial Leadership." *Annals of Tourism Research* 88C. Published online March 3. doi:10.1016/j.annals.2021.103176.
178. Ngoasong, M. Z., & A. N. Kimbu. 2016. "Informal Microfinance Institutions and Development-Led Tourism Entrepreneurship." *Tourism Management* 52:430–9.

179. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674
180. Ngoasong, M. Z., & A. N. Kimbu. 2019. "Why Hurry? The Slow Process of High Growth in Women-Owned Businesses in a Resource-Scarce Context." *Journal of Small Business Management* 57 (1): 40–58. Ngoc Su, D., D. Luc Tra, H. M. Thi Huynh, H. H. T. Nguyen, & B. O'Mahony.
181. Hansson, A., Y. Forsell, J. Hochwalder, & P. Hilleras. 2008. "Impact of Changes in Life Circumstances on Subjective Well-Being in an Adult Population Over a 3-Year Period." *Public Health* 122:1392–8.
182. WHO (World Health Organisation). 2020. "WHO Coronavirus Disease (COVID-19) Dashboard." <https://covid19.who.int/> (accessed December 13, 2020).
183. Ortiz-Ospina, E. 2019. "The Rise of Living Alone: How One-Person Households are Becoming Increasingly Common Around the World." <https://ourworldindata.org/living-alone> (accessed November 16, 2020).
184. Central Intelligence Agency. 2021. "The World Factbook: Ghana." <https://www.cia.gov/the-world-factbook/countries/ghana/> (accessed October 19, 2021).
185. Huikari, S., & M. Korhonen. 2020. "Unemployment, Global Economic Crisis and Suicides: Evidence From 21 OECD Countries." *Applied Economics* 53 (13): 1540–50.
186. Keyes, C. L. M., & M. Waterman. 2003. "Dimensions of Well-Being and Mental Health in Adulthood." In *Well-Being: Positive Development across the Life Course*, edited by M. Bournstein, L. Davidson, C. L. M. Keyes, & A. Moore, 481– 501. Mahwah, NJ: Erlbaum.

187. Chowa, G., R. Masa, I. Osei-Akoto, D. Ansong, M. R. Despard, S. Afranie, ... & M. Sherraden. 2015. "Impacts of financial inclusion on youth development: Findings from the Ghana YouthSave experiment" (CSD Research Report No. 15-35). St. Louis, MO: Washington University, Center for Social Development.
188. Quakyi, K. N. 2020. "Ghana's Much Praised Strategy has Gone Awry: Here is Why." *The Conversation*. <https://theconversation.com/ghanas-much-praised-covid-19-strategy-has-gone-awryhere-is-why-143217> (accessed December 13, 2020)
189. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
190. Lyon, F. 2005. "Managing Co-Operation: Trust and Power in Ghanaian Associations." *Organization Studies* 27 (1): 31–52.
191. Dayour, F., A. C. Adongo, & A. N. Kimbu. 2020. "Insurance Uptake Among Small and Medium-Sized Tourism and Hospitality Enterprises in a Resource-Scarce Environment." *Tourism Management Perspectives* 34. Published online April 8. doi:10.1016/j.tmp.2020.100674.
192. Baum, T., & N. T. Thanh Hai. 2020. "Hospitality, Tourism, Human Rights and the Impact of COVID-19." *International Journal of Contemporary Hospitality Management* 32 (7): 2397–407.
193. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi:10.1016/j.annals.2020.103080

194. Baum, T., & N. T. Thanh Hai. 2019. "Applying Sustainable Employment Principles in the Tourism Industry: Righting Human Rights Wrongs?" *Tourism Recreation Research* 44 (3): 371–81.
195. Kimbu, A. N., & M. Z. Ngoasong. 2016. "Women as Vectors of Social Entrepreneurship." *Annals of Tourism Research* 60:63–79.
196. UNWTO (World Tourism Organization). 2020. *AIUla Framework for Inclusive Community Development Through Tourism*. Madrid, Spain: UNWTO.
197. Bausch, T., W. C. Gartner, & F. Ortanderl. 2021. "How to Avoid a COVID-19 Research Paper Tsunami? A Tourism System Approach." *Journal of Travel Research* 60 (3): 467–85.
198. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020.
doi:10.1016/j.annals.2020.103080
199. Galvani, A., A. A. Lew, & M. S. Perez. 2020. "COVID-19 is Expanding Global Consciousness and the Sustainability of Travel and Tourism." *Tourism Geographies* 22 (3): 567–76.
200. Ioannides, D., & S. Gyimóthy. 2020. "The COVID-19 Crisis as an Opportunity for Escaping the Unsustainable Global Tourism Path." *Tourism Geographies* 22 (3): 624–32.
201. Rogerson, C., & T. Baum. 2020. "COVID-19 and African Tourism Research Agendas." *Development Southern Africa* 37 (5): 727–41.
202. Karabulut, G., M. H. Bilgin, E. Demir, & A. C. Doker. 2020. "How Pandemics Affect Tourism: International Evidence." <https://ssrn.com/abstract=3579530> (accessed November 13, 2020).

- ²⁰³. Sharma, A., & J. Nicolau. 2020. "An Open Market Valuation of the Effects of the COVID-19 on Travel and Tourism." *Annals of Tourism Research* 83. Published online July 4. doi:10.1016/j.annals.2020.102990
- ²⁰⁴. Yang, Y., H. Zhang, & X. Chen. 2020. "Coronavirus Pandemic and Tourism: Dynamic Stochastic General Equilibrium Modeling of Infectious Disease Outbreak." *Annals of Tourism Research*. Published online April 2. doi:10.1016/j.annals.2020.102913.
- ²⁰⁵. Chen, C.-C. 2021. "Psychological Tolls of COVID-19 on Industry Employees." *Annals of Tourism Research* 89. Published online October 2020. doi:10.1016/j.annals.2020.103080

Appendix I

Research Questionnaire

Programme: MSc Tourism and Hospitality Management

Faculty of Environmental Design and Management

Lead City University, Ibadan, Oyo State

Survey Questionnaire on “Assessment of COVID-19 Pandemic Impact on Socio Psychological Well-Being of Employees in Tourism and Hospitality Sector in Bida, Niger State”

Dear Respondent,

The researcher is carrying out a study on the Impact of COVID-19 Pandemic on Socio-Psychological Well-Being of Tourism and Hospitality Sector Employees in Bida, Niger State. This is to obtain useful information about demography, work characteristics, and socio-psychological well-being of the respondent. Please, answer the questions with a free and honest mind, your response will be kept in strict confidentiality. The information will be used for the purpose of academic research. To assure this confidentiality, you are not required to write your name on the questionnaire.

Mark appropriately (✓).

Section A: Demographic/Work Characteristics of Respondent

1. Respondent's age: ≤ 18 [] 19-30 [] 31-50 [] Above 50 []
2. Sex: Male [] Female []
3. Marital status: Single [] Married [] Divorced [] Separated [] Widowed []

4. Level of Education: No formal education [] Primary education [] Secondary education [] Tertiary education []
5. Years of work Experience: 5 [] 6-10 [] 11-15 [] 15 and above []
6. Total income per month: #40,000 [] #41,000-#60,000 [] #61,000-#80,000 [] #81,000-#100,000 [] above #100,000 []
7. Dependents (a) With dependents [] (b) No dependents []
8. Type of tourism business (a) Accommodation [] (b) Attraction [] (c) Entertainment/events [] (d) Food and beverage [] (e) Travel and tour [] (f) Souvenir []
9. Rank in organization (a) Floor employee [] (b) Supervisor [] (c) Manager []
10. Employment status (a) Reduced hours [] (b) Laid-off []
11. Employed household member (a) Member employed [] (b) No member employed []

Section B: Socio-Psychological Well-being

Each code of response in the table represents the following:

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree

Kindly describe the impact of COVID-19 pandemic on psychological well-being of tourism and hospitality sector employees

S/N	Psychological well-being	SA	A	D	SD	U
12	I have lost much sleep as a result of my current situation					

13	I am unable to play my part in my family due to the situation					
14	I am incapable of making decisions					
15	I am now under constant stress					
16	I am unable to overcome any difficulties in my life					
17	I am unable to enjoy normal daily activities					
18	I can't face a problem(s) now					
19	I feel unhappy and depressed					
20	I am feeling less happy					
21	I now fear that I will not be able to take care of my family					
22	I am stressed out thinking about how I can get a job in future					
23	I feel exhausted because of the current situation.					
24	I am nervous about my current situation and future					
25	I feel downhearted during this period					
26	I am emotionally unstable and not sure of myself during this period					
	Social well-being	SA	A	D	SD	U
27	I don't feel I belong to anything you'd call a					

	community					
28	I feel like I am an unimportant part of my community					
29	My daily activities do not produce anything worthwhile for my community					
30	I have nothing important to contribute to society					
31	I believe that people are unkind					
32	I believe that people are self-centered					
33	I feel that people are not trustworthy					
34	I think that people live only for themselves					
35	I think that people don't care about other people's problems					
36	I believe that society has stopped making progress					
37	I see society as continually evolving					
	Commitment to future recovery strategies	SA	A	D	SD	U
38	I may not be able to concentrate on my job duties when I resume work					
39	I will be preoccupied with the fear of another pandemic instead of my job helping my organization to recover					
40	I will be interested in securing a better job in the future if instead of helping my organization to recover					

41	When I resume work in my organization, I would rather be interested in making and saving money to secure my future instead of my job					
42	The fear of losing my job in future will haunt me making it difficult to focus on my job					

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Appendix II

**Researcher in the Field where Local Materials are used for the Production of Souvenirs
for Tourist Attraction**



















DO NOT COPY. LEAD CITY



Biodata

BELLO HAUWA KULU

hauwakulubello@gmail.com

Mobile Number: 08036618765

Contact Address: House 165, Ahmadu Bello way GRA Bida, Niger state

PERSONAL DATA

Date of Birth: 25th May 1976

Nationality: Nigerian

State of Origin/LGA: Niger / Agaie

Sex: Female

Marital Status: Married

EDUCATIONAL INSTITUTION AND QUALIFICATIONS OBTAINED

Lead City University, Ibadan Oyo state	In view
MSc in Tourism and Hospitality Management - In view	
University of Ilorin, Kwara State	2020
Post Graduate Diploma in Education	
National Institute for Hospitality and Tourism (NIHOTOUR)	2014 – 2015
Post Graduate Diploma in Tourism Management	
Government Model Secondary School, Bida Niger state	2006 – 2007
National Youth Service Corp	
The Federal Polytechnic Bida, Niger state	2002 – 2005
Higher National Diploma (HND)	
The Federal Polytechnic Bida, Niger state	1995 – 1998
National Diploma (ND)	
Government Model Secondary School Bida, Niger state	1993 – 2002
Secondary school leaving certificate	
Ndayako Primary School Bida, Niger state	1981 – 1987
First school leaving certificate	

WORK EXPERIENCE

The Federal Polytechnic Bida

2012 till date

Responsibilities:

- Lecturing student in core catering subject on allocation
- Talking student practical in core subject
- Supervision of student project

Government Model Secondary School, Bida Niger state NYSC Scheme 2006 - 2007

Responsibilities:

- In charge of the automated registration of eligible voters (DDC)
- In charge of all proceedings at the polling station on the Election Day including sorting and counting of votes

ADDITIONAL TRAINING QUALIFICATION

- Advanced Digital Application for Tertiary Institution (ADAPTI) Training 8th – 12th April, 2019.

MEMBERSHIP PROFESSIONAL BODIES

- Hospitality and tourism Management Association of Nigeria (HATMAN) 2018

University Compliance Certificate

This is to certify that, this project by **BELLO HAUWA KULU** with **Matric Number LCU/PG/001949** in the Department of Tourism and Hospitality Management, Lead City University, Ibadan, is in **FULL** compliance with the approved University format and style.



Name

Date

DO NOT COPY. LEAD C.