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# PERCEPTIONS OF COVID-19 ON WEDDING PROFESSIONALS' JOB ATTITUDES

ALYSSA OSTERBUHR

53 Pages

The purpose of this study is to explore the role of COVID-19 perceptions, on wedding planners' job satisfaction, work-stress perceptions, and voluntary turnover intentions. The study will be guided by the Social Cognitive Theory in order to better understand the role that the COVID-19 pandemic has had on these wedding professionals. A central concept of Social Cognitive Theory, reciprocal determinism, will provide a framework for understanding the impact of the COVID-19 pandemic as well as professionals' work-related behaviors.

**KEYWORDS:** COVID-19, Job Satisfaction, Social Cognitive Theory, Voluntary Turnover, Wedding, Work Stress

PERCEPTIONS OF COVID-19 ON WEDDING PROFESSIONALS' JOB ATTITUDES

ALYSSA OSTERBUHR

A Thesis Submitted in Partial  
Fulfillment of the Requirements  
for the Degree of

MASTER OF SCIENCE

School of Kinesiology and Recreation

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2022

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# PERCEPTIONS OF COVID-19 ON WEDDING PROFESSIONALS' JOB ATTITUDES

ALYSSA OSTERBUHR

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A.O.

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## CHAPTER I: INTRODUCTION

The wedding industry has been greatly affected by the COVID-19 pandemic. While the pandemic has led to a flurry of engagements, it also has put in limbo much of the wedding industry – a \$73 billion market (Bhattarai, 2021). Wedding professionals were out of work as there was a complete shut down and events were either canceled or postponed in 2020. Customer needs changed and wedding professionals were required to change the way they worked as well.

Despite the volatility the wedding industry has faced during COVID-19 pandemic, this sector is likely to experience significant growth in the years following the pandemic. Largely attributed to the wedding postponements during 2020-21 and the increased number of engagements during the pandemic (see Bhattarai, 20021), professionals are likely going to see an increase in weddings in the years following the pandemic. With this pent-up demand, wedding professionals will face increased pressure to create the same experience for couples that they would have had if the pandemic never caused these shutdowns. Some of the increased pressure facing these professionals will include longer workdays to serve the increased demand, part-time labor shortages impacting operations for both their agency and their vendors, and constantly evolving health and safety guidelines.

Clearly, COVID-19 has impacted the wedding industry. From cancellations and postponements in 2020-21 to new health and safety guidelines, COVID has changed the way wedding professionals coordinate these special events. Looking ahead, the industry must consider the impact these changes had on the professionals. More specifically, what effects has COVID-19 created for these professionals' job satisfaction, job-related stress, or even voluntary turnover intentions?

The upcoming wedding boom will place wedding professionals, as well as couples, in a challenging situation (Sinrich, 2021). The wedding boom that will take place in the following years will put added stress on professionals. Not only will they need to take on weddings that were cancelled and postponed, but they will also need to plan 2022, 2023 and 2024 weddings. The increased number of wedding celebrations will add stress to wedding professionals that may lead to decreased job satisfaction due to added stress. Furthermore, these conditions may trigger some professionals to rethink their careers and possibly increase turnover intentions for these wedding professionals. Research investigating these job-related attitudes is needed to better understand the effects of the pandemic on these professionals.

As a result of these potential challenges facing wedding professionals, a study examining the role of COVID-19 on wedding planners' job satisfaction, work-related stress, and voluntary turnover intentions appears to have merit. Research in this area could add to the wedding planning literature while also describing how the COVID-19 pandemic has affected this industry and its professionals. This study will look to help the wedding industry by researching the impacts COVID-19 has caused and how professionals are handling it. Professionals will be able to give input on the pandemic and its effects and their answers to this survey will help the industry as a whole determine the next steps to take.

### **Purpose of the Study**

The purpose of this study is to explore the role of COVID-19 perceptions on wedding planners' job satisfaction, work-stress perceptions, and voluntary turnover intentions. The study will be guided by the Social Cognitive Theory in order to better understand the role that the COVID-19 pandemic has had on these wedding professionals. A central concept of Social

Cognitive Theory, reciprocal determinism, will provide a framework for understanding the impact of the COVID-19 pandemic as well as professionals' work-related behaviors.

### **Hypotheses & Research Question**

This study seeks to examine the effects of COVID-19 perceptions on the job-related attitudes of wedding planners. Guided by Social Cognitive Theory, three hypotheses and one research question will be tested:

*Hypothesis #1: Wedding Professionals who have stronger perceptions of COVID-19's impact on the profession will have lower job satisfaction compared to professionals who have lower perceptions of COVID-19's impact on the profession.*

*Hypothesis #2: Wedding Professionals who have stronger perceptions of COVID-19's impact on the profession will have higher work stress compared to professionals who have lower perceptions of COVID-19's impact on the profession.*

*Hypothesis #3: Wedding Professionals who have stronger perceptions of COVID-19's impact on the profession will have higher voluntary turnover intentions compared to professionals who have lower perceptions of COVID-19's impact on the profession.*

*Research Question: What role do individual demographics play on wedding professionals' job satisfaction, work-related stress, and voluntary turnover intentions.*

### **Limitations and Delimitations**

Three delimiting factors were identified in this study. First, the sample for the study will be obtained from one geographic region, thus limiting the generalizability among wedding professionals. Next, not all wedding planning professionals perform the same services. For instance, some professionals plan the wedding from start to finish, set up mock settings, coordinate with florists, bakers, DJs, etc. In contrast, other professionals may only provide day of event coordination. A third limitation is that not all professionals have the same demand compared to other regions. Cities tend to have more venues, more professionals and more weddings compared to smaller towns and less populated regions. Since the sample of this study

will be from Illinois, the demand of weddings in central Illinois compared to Chicago compared to California or New York, could be vastly different.

## CHAPTER II: LITERATURE REVIEW

This literature review will start with an overview of the wedding planning industry. A discussion of this special event sector and the typical services that are provided in this industry will be explored. The changes to the industry and the impact of the COVID-19 pandemic on the industry will be discussed as well. Next, an overview of the history of the Social Cognitive Theory will be presented. Finally, links between Social Cognitive Theory and the study's key variables (COVID-19, job satisfaction, work stress, and voluntary turnover intentions) will be discussed.

### **Overview of the Wedding Planning Industry**

Weddings have been around for centuries. They have not always been used for couples to show a commitment of love to one another since many marriages were originally used to connect two families for wealth or power. Today however, most marriages in the U.S. have become more about two people committing their love to one another in front of friends and family. Though weddings are an intimate event, they have also become a formal event with extravagant décor, upscale food, and late-night parties.

Many of today's weddings are large, special events that require significant planning. Responding to this demand, wedding planning businesses emerged as a resource to assist with the planning and implementation processes associated with these special events. According to IBIS world (2021) the wedding industry is a multi-billion-dollar industry and wedding planning includes a variety of services. These services include photographers and videographers, florists, DJs and bands, catering services, bridal dress shops and tuxedo shops, hair stylists and makeup artists, bakeries, ceremony and reception venues and décor.

Similar to many leisure and hospitality sectors, the COVID-19 pandemic has affected the wedding planning industry and the economics surrounding the industry. Many weddings during 2020 were cancelled or postponed to later years posing an economic decline during the year. While 2020 witnessed a significant decline in wedding planning services, engagements actually increased during the pandemic (Bhattarai, 2021). These postponements and increased demand will create a unique and dynamic industry for the foreseeable future.

The postponements of 2020 and early 2021, combined with the increased number of engagements has created significant demand for the next few years. After a year of postponed and downsized weddings, the wedding industry is seeing a surge in couples looking to plan 2021, 2022, and 2023 weddings. As a result, experts say the demand for venues, vendors and goods such as flowers and attire has never been higher and will likely continue for the foreseeable future (Sinrich, 2021). The economy is bound to see changes after a year of postponed events, the wedding industry will see an increase in business but there will most likely be an increase in costs to the couples for future years.

Clearly, COVID-19 has created new challenges for the wedding planning industry. In addition to these economic changes impacting the industry, the professionals have been, and will continue to be, impacted. Unfortunately, little research has been conducted on the effects COVID-19 on wedding professionals. This becomes increasingly problematic within the heavily service-driven field of wedding planning. In this industry, the quality of services is primarily dependent on the professionals who regularly engage with their clients during stressful and frantic times, and are looked upon to create an organized and memorable experience for everyone involved. Research exploring the effects COVID-19 has created for the wedding



planning professionals is needed to better understand these conditions and their impact on the profession.

### **Social Cognitive Theory**

Social Cognitive Theory (SCT) will serve as the framework for this study. SCT has been widely utilized as a framework for research on professionals' job behaviors and workplace conditions in teachers, nurses and other professions. (Troesch, & Bauer, 2017). SCT considers the unique way in which individuals acquire and maintain behavior, while also considering the social environment in which individuals perform the behavior (LaMorte, 2019). The central concept of SCT reciprocal determinism will be used to explore the environmental influences, individual influences and behavior outcomes of wedding professionals.

### **Foundations of Social Cognitive Theory**

Social Cognitive Theory (SCT) was initially introduced as Social Learning Theory in the 1960s by Albert Bandura (LaMorte, 2019). This theory sought to describe how people behaved based on their environment. The theory viewed people as active agents who both influenced and were influenced by their environment (Vinney, 2019). In the original Social Learning Theory, there were five constructs. When the theory evolved into the Social Cognitive Theory, a sixth construct was added. These constructs include: behavioral capability, observational learning, reinforcements, expectations, self-efficacy, and reciprocal determinism (LaMorte, 2019). A brief overview of each of these constructs is provided below.

- The construct of behavioral capability is based on an individual's ability to perform through their knowledge and skills (LaMorte, 2019). An example of behavioral capability would be learning how to shoot a basketball and then actually shooting in a game. In that

game, you showed that you understood technique and actually put your knowledge of shooting into action.

- SCT's observational learning construct focuses on an individual's attitudes, values, and ways of thinking based on their view of how others acted (LaMorte, 2019). An example of this would be taking a CPR course, watching videos of how to perform chest compressions and then actually performing those compressions.
- The reinforcements construct in SCT can be an internal or external response (LaMorte, 2019). This tends to affect whether or not the person will continue that behavior or not. Through reinforcements, you provide an incentive for behavior. An example of this construct would be a teacher offering stickers to students who have good behavior for the day.
- Expectations are anticipated consequences to one's behavior (LaMorte, 2019). An example of this could be health related issues from smoking. Another example of a consequence could be sitting out of a game or being benched due to missing one or more practices.
- Self-efficacy is the level of one's confidence to perform a certain behavior (LaMorte, 2019). An example of self-efficacy would be learning how to pitch a baseball and then actually having the confidence to pitch in a game. In that game, you showed that you understood technique, felt confident to pitch and actually put your skills of pitching into action.
- The final construct in SCT is reciprocal determinism. Reciprocal determinism is often viewed as the central concept of SCT (LaMorte, 2019). Reciprocal determinism is a concept that opposes exclusive emphasis on environmental determination of responses

and asserts that a reciprocal relationship exists among environment, behavior, and the individual. Bandura referred to this dynamic as a triadic reciprocity, suggesting the environment influences behavior, behavior influences environment, and both influence the individual, who also influences them (American Psychological Association, 2020). In other words, the environment, behavior and personal factors all determine a person's behavior towards a situation.

Previous management research has utilized the triadic reciprocity factors (personal, environmental, and behavior) and identified specific variables within each area in attempts to better understand how organizations and their staff operate (Ismail, Abdul Majid, & Joarder, 2018). In particular, these studies have suggested that environmental factors affect many individual variables, such as outcomes expectations (beliefs about one's actions), work-related attributes (job satisfaction, perceived work-related stress, etc.), and self-regulatory processes. In turn, individual factors affect environmental factors. Behavior outcomes such as goal progress, work-related motivational behaviors (choice of activities, turnover intentions, persistence, etc.), and learning are also affected by environmental and individual influences (Mulvaney, 2019).

In addition, the individuals' behaviors influence environmental and individual variables. Consider the example of athletes working on skills. Over time the athletes will evaluate their skill progress (individual factor). Positive evaluations from the coach (environmental factor) provide support for the athlete's self-efficacy perceptions (individual factor), which in turn sustains motivation and learning (behavior factor).

Existing research of SCT's reciprocal determinism model has sought to identify predominant environmental, individual, and behaviors within the workplace (Ismail, Majid,

& Joarder, 2018; Jaworski et al., 2018; Kadir et al., 2019; Miller, Verbos, & Goswami, 2014). Guided by the existing SCT research, this study sought to identify and examine influential factors within each of these areas as they relate to wedding planning professionals. Of particular interest to this study is the impact COVID-19 (environmental influence), job satisfaction and work-stress (individual factor), and voluntary turnover intentions (behavior factor). In particular, what role does COVID-19 have on wedding planners' job satisfaction, work-stress perceptions, and voluntary turnover intentions? Through the review of related literature, the following factors were identified: perceptions of COVID-19 and its impact on the profession; job satisfaction; work stress, and; voluntary turnover intentions. A discussion of each of these factors is provided in the following paragraphs.

### **Environmental Influences - COVID-19**

The COVID-19 pandemic has impacted the world and the way people around the world live. People went from doing everything in-person – work, socializing, shopping, etc. to a complete shift into an (almost) completely virtual environment. Meetings were held online, social interactions such as watch parties happened via Facetime or Zoom, and groceries were ordered ahead of time to be picked up with no social interaction.

Looking towards the wedding planning sector, it is clear the COVID-19 has created unique conditions for these special events. These unique conditions have created additional stress for the couples and their participants which, in turn, impact the wedding planning professionals. For instance, Weinberg (2020) found that the pandemic created a general level of sadness for couples as their wedding was not able to happen as they had originally planned it. These couples had typically spent countless hours planning their wedding, making decisions, and looking to the future only to be negatively impacted by the pandemic. From increased uncertainty, ongoing

(wedding) date changes, reductions in the number of guests, smaller ceremonies, and venue changes, the pandemic only heightened the stress for these couples (Murphy, 2020).

In turn, this stress created additional challenges for the wedding planners. Wedding planning professionals oftentimes work in a highly stressful environment and the pandemic only magnified this stress as professionals work to help keep couples relaxed and happy. These professionals must be highly organized to ensure the day goes exactly as planned and the added stress caused by COVID may impact their ability to do this.

### **Individual Influences – Job Satisfaction & Work-Stress Perceptions**

SCT would suggest work-related attributes could be influenced by, and influence, environmental factors and future behaviors. Two work-related variables that are of interest to this study are job satisfaction and perceptions of work-stress. A review of each of these variables is provided in the following paragraphs.

#### *Job Satisfaction*

Many definitions of job satisfaction are not concrete. The fact that “job” means something different to everyone, job satisfaction can also hold different meanings to people. Because of this, the concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.

Studies have explored the relationship between job satisfaction and workplace behaviors, including job performance and motivation. For example, Jalagat (2016) examined job satisfaction as a multifaceted construct and contended that job satisfaction plays a significant role in employee motivation and overall organizational success. Another study claimed “that job

satisfaction is found to be positively and significantly related to employee performance. Moreover, the interaction effect between job redesign and job satisfaction is found to be positively and significantly related to employee performance.” (Siengthai & Pila-Ngarm, 2016).

### *Work-Stress Perceptions*

Work stress is defined as stress that is generated due to conflicting demands in one’s job (White, 2021). Work stress can impact one’s motivation to do their job thus affecting job satisfaction and job performance. Consider the current example of the pandemic and work stress. The pandemic has caused many businesses to have job turnover due to stress of the work and new ways to go about working (i.e., working from home, learning how to conduct online meetings, etc.). Work life balance issues are also playing a factor in work stress. People who have had the chance to work at home may start to realize they have more time on their hands and a 40-hour work week is excessive. Employee and coworker stressors have also been linked to more negative physical health symptoms (Davis, 2011). One study found that “conflict, heavy workload and lack of job autonomy are negatively associated with all job satisfaction dimensions while shortage in information access and feedback is positively related to employees’ satisfaction with rewards and job security” (Trivellas, Reklitis, & Platis, 2013).

### **Behavior Outcome – Voluntary Turnover Intentions**

Voluntary turnover refers to an employee voluntarily ending employment with an agency. Individuals may engage in voluntary turnover for a variety of reasons - stress, unexpected event, decreased job satisfaction, simply not loving what they do anymore, etc. “Employee turnover affects performance and competitiveness of companies. Traditional voluntary turnover models attempting to predict voluntary turnover are based on job satisfaction. A recent model that breaks away from this tradition is the unfolding model of voluntary turnover which takes account of

additional external factors such as labor market forces, economy, and unexpected personal factors (i.e., spouse job offers, changing family needs, unsolicited job opportunity/offer, etc.) (Jones, Ross, & Sertyesilisik, 2010). Referred to as “shocks” these external factors, trigger a change in the individual’s perspective, leading to an unfolding of events that lead the individual to consider other opportunities and eventually leave their current employment (Jones, Ross, & Sertyesilisik, 2010).

### **Hypotheses & Research Question**

This study seeks to examine the effects of COVID-19 perceptions on the job-related attitudes of wedding planners. Based on Social Cognitive Theory and past research, it is expected that wedding planners who perceive COVID-19 has created a significant impact on the profession will have lower levels of job satisfaction, higher work-related stress, and more likely to leave their job compared to those planners who don’t perceive COVID-19 has created as significant of an impact on the profession. This study will also explore the role of individual characteristics on these factors. A discussion of each of the study’s hypotheses is provided in the following paragraphs.

#### **Effects of COVID-19 on Job Satisfaction and Work Stress Perceptions**

Research suggests that significant negative external influences can impact job satisfaction (Jalagat, 2016; Tsail, Cheng, & Chang, 2010). Based upon the research it is expected that job satisfaction will be higher for wedding planners who are feeling less affected by COVID-19 than planners who perceive the pandemic had a more significant impact on their job. Thus,

*Hypothesis #1: Wedding Professionals who have stronger perceptions of COVID-19’s impact on the profession will have lower job satisfaction compared to professionals who have lower perceptions of COVID-19’s impact on the profession.*

Research also suggests that work life balances play a role in work stress (Davis, 2011). Furthermore, studies have found major consequences of poor work-life balance are high levels of stress and anxiety, disharmony at home, job burnout, and inability to realize full potential (Sundaresan, 2014). Based upon the research it is expected that work-stress perceptions will be lower for wedding planners who feel less affected by COVID-19 than planners who perceived the pandemic had a more significant impact on their job. Thus,

*Hypothesis #2: Wedding Professionals who have stronger perceptions of COVID-19's impact on the profession will have higher work stress compared to professionals who have lower perceptions of COVID-19's impact on the profession.*

Research suggests that a significant event (i.e., the pandemic) can trigger voluntary turnover intentions (Sandhya, 2020). Based upon the research it is expected that voluntary turnover intentions will be lower for wedding planners who feel less affected by COVID-19 than planners who perceived the pandemic had a more significant impact on their job. Thus,

*Hypothesis #3: Wedding Professionals who have stronger perceptions of COVID-19's impact on the profession will have higher voluntary turnover intentions compared to professionals who have lower perceptions of COVID-19's impact on the profession.*

Finally, additional demographic variables will be examined. A number of these variables will be explored to determine their moderating effects on job satisfaction, work-stress perceptions, and turnover intentions. Specifically, the following variables will be examined: gender, years in industry, years in current job, birth year, and income. Although these variables have not been examined in wedding planning literature, they will be explored in this study. Specifically, the following exploratory question will be examined; due to the dearth of prior research no specific hypotheses has been advanced:

*Research Question: What role do individual demographics play on wedding professionals' job satisfaction, work-related stress, and voluntary turnover intentions.*



## CHAPTER III: METHODS

This study examined the perceptions of COVID-19 on the wedding planning industry. This chapter outlines the methods that were used in this study to obtain data from wedding professionals. This data was used to test the different hypotheses of the perceptions of COVID-19. An overview of the design, sample description, and definitions are provided in this chapter. In addition, the instrumentation used, and a data analysis will also be discussed.

### **Research Design**

A cross-sectional (survey) design was utilized to test the hypotheses in this study. Wedding professionals from different subsets of the industry (professionals, planners and coordinators) across the Illinois were sampled in this study. This study was able to use social media and wedding planning directories/websites to recruit the professionals to participate in this study. Through email addresses collected via these sources, surveys were sent to a variety of professionals. A total of 221 professionals were invited, via an email and link to the online survey, to participate in the study. Data collection began on February 12, 2022 and concluded on February 28, 2022. Data analysis was initiated on March 1, 2022.

### **Sample**

A convenience sample was utilized for this study. A convenience sample is a form of non-probability sampling that involves the drawing of data from an available pool of participants (Qualtrics, 2022) The sample for this study was wedding professionals, planners and coordinators within the Midwest. The convenience sample was drawn from emails found on “The Knot”, “Zola”, and “Wedding Wire”. These websites are outlets that allow brides and grooms to have all their wedding planning in one area. On these websites, members are able to search for vendors in the area, from photographers to DJs and catering. Members can also add

their registries on these websites, create invitations and save the dates, and even create a personalized wedding website. From these sites, email addresses were collected, organized, and entered into an excel spreadsheet. Social media sites were also used to recruit participants. The email addresses obtained from the social media sites were obtained and transferred to the excel spreadsheet.

Through these processes, 221 wedding planning professionals were obtained. Using the email addresses that were collected, an email invitation to participate in the study was sent to the 221 professionals. The data collection process started on February 12, 2022 with the inclusion of a link to the online survey in the email invitation. Approximately one week after the initial email invitation was sent, a reminder email was sent to the professionals. Data collection ended on February 28, 2022. A total of 58 professionals completed the online survey for an initial response rate of 26.2%.

### **Definition of Variables and Instrumentation**

An online survey was developed to measure the study's variables and test the hypotheses. Each of the variables were measured using existing instruments that have been widely validated. A description of each of these variables and their corresponding instruments are presented in the following sections. This instrumentation can be found in Appendix A.

### **Impact of COVID-19 on Wedding Professionals**

A modified seven-item scale that was developed by Crespo, Martinez-Gallego, & Ramon-Llin (2021) was used to measure wedding professionals' perceptions of COVID-19's impact on the profession. The seven items are measured on a 5-point Likert scale (1=completely disagree...5=completely agree). Example items include: "In general, you perceive the pandemic as a threat."

## **Job Satisfaction**

Spector's (1994) job satisfaction instrument was used to measure professionals' job satisfaction. The instrument includes 36 items that are each measured on a 6-point Likert scale (1=disagree very much...6=agree very much). Example items include: "I feel I am being paid a fair amount for the work I do." and "I like doing the things I do at work."

## **Work Stress**

Franz and Holmgren et al.'s (2019) modified 14-item work stress in-general scale was used to measure professionals' work stress. This instrument has 14 statements that are measured on a 5-point Likert scale (1=strongly disagree...5=strongly agree). Example items include: "My workload is stressful" and "I often find it hard to sleep because my mind is occupied with work".

## **Voluntary Turnover Intentions**

Pastore's (1991) 12-item instrument was used to measure professionals' voluntary turnover intentions. Each of the 12 items are measured on a 5-point Likert scale (1=strongly disagree very much...5=strongly agree). Respondents are asked, "Below are a series of factors that might influence you to leave the profession. Please indicate how much you agree or disagree with each statement." Example statements include: "Increase in the amount of time required for my job.", "Pressure to succeed.", and "Decrease in the amount of time to spend with family and/or friends."

## **Individual Characteristics**

Demographic and professional characteristics variables (gender, years in industry, years in current job, birth year, and income) were each measured using a single item. For example, the age variable was measured by asking professionals, "what year were you born?"

## **Data Collection and Procedures**

An online survey was developed using Qualtrics, a well-known online survey development program. Measures for each of the study's variables were included in the survey. The online survey can be found in Appendix A.

Using a convenience sampling technique, participants for this study were recruited through wedding planning websites and social media. In particular, "The Knot", "Zola", and "Wedding Wire" was used. Each of these sites was reviewed and contact information for professionals within the State of Illinois were pulled from these sources. This process resulted in the collection of two-hundred and twenty-one email addresses. Each of these addresses was inputted into an excel spreadsheet.

An email invitation was prepared that included a link to the online survey. Starting on February 12, 2022, the email invitation was sent to the wedding planning professionals. A consent form was developed and included on the first page of the online survey. Survey respondents were required to accept/not accept the conditions outlined in the consent form before they could advance to the survey items. Using Qualtrics' skip logic, respondents who did not accept the conditions described in the consent form were automatically directed to the end of the survey. The appropriate language and information, as approved by IRB, was included on the consent form.

Approximately seven days after the initial email and study invitation was sent, a reminder email with a link to the survey was sent to the wedding planning professionals. The data collection process was terminated on February 28, 2022. Of the 221 professionals that were asked to participate, 58 started the survey for a response rate of 26.2%.

## **Data Analysis**

Prior to testing the study's hypotheses and research question, the data was screened for missing values, outliers, and normality issues. Reliability measures were also obtained for each of the scales. Due to the sample size, simple linear regression analyses were used to test the hypotheses and correlation analyses was used to test the research question. Three linear regression analyses were performed to test each of the study's three hypotheses. In conducting these statistical procedures, wedding professionals' COVID-19 perceptions served as the study's independent variable and the job-related attitudes (job satisfaction, work stress perceptions, and voluntary turnover intentions) served as the dependent variables. To test the study's research question, bivariate correlations were obtained between each of the demographic and professional characteristics variables (gender, years in industry, years in current job, age, and income) and the study's dependent variables.

## CHAPTER IV: RESULTS

This study examined the perceptions of COVID-19 on the wedding planning industry. This chapter outlines the results that were obtained from the online survey that was sent to the 221 wedding professionals. This data was used to test the different hypotheses and research question associated with this study of the role of COVID-19 perceptions on work-related attitudes of wedding professionals. An overview of the preliminary analyses completed as well as the results of each of the study's hypotheses and research question are provided in this chapter.

### **Preliminary Analyses**

Prior to running the statistical analyses to test each of the hypotheses and research question, a preliminary review of the data was completed. An initial review of the data found seven participants who completed less than 50% of the survey. As a result, these seven participants were removed from the study and further analyses. This resulted in an updated sample size of 51 professionals and a response rate of 23.1%.

After removing the incomplete surveys from the sample, specific items from the study's measurement instruments were reverse coded per previous research recommendations. In particular, three of the measurement instruments (COVID-19 perceptions, job satisfaction, and work-stress) contained some items that were negatively worded and needed to be reverse coded to align with the instrument's construct. An example of one of these negatively worded items from the job satisfaction instrument was "I am not satisfied with the benefits I receive". These questions were reverse coded and used for the final analysis. In total, 19 items from the job satisfaction instrument and one item from the work-stress instrument were reverse coded.

Reliability measures were obtained for each of the study's scales: COVID-19 perceptions, job satisfaction, work stress, and voluntary turnover. Item-level analyses were also performed to determine each of the scales' reliability should individual items be removed. For the COVID-19 perceptions scale, the strongest reliability was found after eliminating 5 of the 7 items. This resulted in the COVID-19 perceptions instrument being reduced to a two-scale item. The job satisfaction scale was found to be the most reliable when all 36 items were included. The same was found with the work stress scale. The strongest reliability for the voluntary turnover intentions scale was found after removing one item. Thus, one item was removed from the scale and the scale was reduced to 11 items.

Next, the two items from the COVID-19 perceptions instrument were combined/summed to create one global measure. This same process was performed for the 36-item job satisfaction, 14-item work stress, and 11-item turnover intentions instruments. To assess the normality of the study's variables, kurtosis and skewness statistics were obtained for each of the study's variables. Skewness and kurtosis measures across all of the study's variables were found to be within an acceptable degree of +/- 2.0 (see Mertler & Vannatta, 2010), ranging from .02 to -.80. and -.11 to -1.0. Table 1 shows the reliability and distribution analysis for each scale.

Descriptive statistics were also analyzed for study's variables. The descriptive statistics can be found in Tables 2 and 3.

**Table 1. Reliability and Distribution Analysis**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Kurtosis</b>	<b>Skewness</b>
COVID-19 Perceptions (2 items)	.80	-.61	-.80
Job Satisfaction (36 items)	.86	-1.0	.02
Work Stress (14 items)	.89	-.37	.69
Voluntary Turnover (11 items)	.80	-.11	-.58

**Table 2. Descriptive Statistics: Frequency, Mean, & Standard Deviation**

Variable	N	M	Std. Dev
COVID-19 Perceptions	49	7.50	2.40
Job Satisfaction	37	157.4	18.50
Work Stress	30	38.1	10.60
Voluntary Turnover	38	31.0	8.30
Year Born	27	1985.0	11.30
Years in industry	25	10.50	8.30
Years in current position	25	8.50	8.50

**Table 3. Descriptive Statistics: Frequency & Percent**

Variable	Frequency	Percent
<b>Gender</b>		
Female	20	74.1
Male	6	22.2
Non-Binary	1	3.70
<b>Income</b>		
Up to \$34,999	8	32.0
\$35,000 to \$74,999	11	44.0
\$75,000 to \$99,999	4	16.0
\$100,000 to \$149,999	1	4.0
\$150,000 to \$199,999	1	4.0

### Wedding Professionals' COVID-19 Impact Perceptions and Job Satisfaction

Simple linear regression was performed to test hypothesis 1. Job Satisfaction was entered into the model as the dependent variable and COVID perceptions served as the independent. A significant regression equation was found ( $F(1,34) = 5.50$   $p < .05$ ), with an adjusted  $R^2$  of .11. Wedding professionals predicted job satisfaction is equal to  $180.98 - 3.14(\text{COVID Perceptions})$ . Hypothesis 1 was supported. Complete results can be found in Table 4.

**Table 4. Linear Regression Analysis Summary Table for Job Satisfaction**

Variable	$R^2$	F	B	SE	t	$p$
Job Satisfaction	.11	5.50	-3.14	1.34	-2.35	.03*

\* $p < .05$



### Wedding Professionals' COVID-19 Impact Perceptions and Work Stress

A simple linear regression was calculated to test hypothesis 2. Work stress was entered into the model as the dependent variable and COVID perceptions served as the independent. The regression equation was not significant  $F(1,28) = 2.10$   $p > .05$ , with an adjusted  $R^2$  of .04. Work stress is not significantly impacted by the COVID perceptions. Therefore, hypothesis 2 is not supported. Results can be found in Table 5.

**Table 5. Linear Regression Analysis Summary Table for Work Stress**

<b>Variable</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>B</b>	<b>SE</b>	<b>t</b>	<b>p</b>
Work Stress	.04	2.12	1.14	.79	1.45	.16

### Wedding Professionals' COVID-19 Impact Perceptions and Voluntary Turnover

#### Intentions

Simple linear regression was performed to test hypothesis 3. Voluntary Turnover was entered into the model as the dependent variable and COVID perceptions served as the independent. A significant regression equation was found ( $F(1,35) = 5.30$   $p < .05$ ), with an adjusted  $R^2$  of .12. Wedding professionals predicted voluntary turnover is equal to  $21.70 + 1.21(\text{COVID Perceptions})$ . Hypothesis 3 was supported. Complete results can be found in Table 6.

**Table 6. Linear Regression Analysis Summary Table for Voluntary Turnover Intentions**

<b>Variable</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>B</b>	<b>SE</b>	<b>t</b>	<b>p</b>
Voluntary Turnover	.12	5.29	1.21	.52	2.30	.03*

\* $p < .05$

## **Demographic and Professional Characteristics and Work-Related Attitudes**

Due to the sample size, bivariate correlations were used to examine the study's research question. Correlations among all possible pairs of the study's variables were obtained to assess the role demographic and professional characteristics on wedding planning professionals' work-related attitudes (job satisfaction, work stress, and voluntary turnover intentions).

The results of the bivariate correlations found the following significant correlations:

- voluntary turnover and work stress
- gender and job satisfaction
- COVID-19 perceptions and job satisfaction
- COVID-19 perceptions and voluntary turnover

Closer inspection of the direction of the correlation coefficients indicates that females in the sample had a higher job satisfaction compared to males. The findings also suggest those professionals who had more work stress also had a higher likelihood of voluntary turnover intentions. Similar to the regression results obtained for hypothesis 1 and 3, professionals who perceived COVID-19 had a greater impact on their jobs displayed lower job satisfaction and higher voluntary turnover intentions. Complete results can be found in Table 7.

**Table 7. Intercorrelations of Study Variables**

Variable	1	2	3	4	5	6	7	8	9
1. Job Satisfaction	-								
2. Work Stress	-.33	-							
3. Voluntary Turnover	-.06	.39*	-						
4. Gender	-.50*	.18	.18	-					
5. Year Born	-.15	.15	.08	-.13	-				
6. Years In Industry	-.02	-.06	-.19	.32	-.62*	-			
7. Years In Current Job	-.12	-.12	-.13	.33	-.59*	.88*	-		
8. Income	-.06	.14	-.15	.32	-.22	-.21	.20	-	
9. COVID-19 Perceptions	-.37*	.27	.36*	.05	-.24	.22	.21	-.21	-

\*  $p < .05$   $df = 49$

## CHAPTER V: DISCUSSION

This study looked at the impact that the COVID-19 pandemic had on wedding professionals in regard to their job-related attitudes of job satisfaction, work stress, and voluntary turnover. Three hypotheses and one research question were developed for this study.

Hypothesis 1 explored the effects of COVID-19 on wedding planning professionals' job satisfaction. Hypothesis 2 focused on the impact COVID-19 had on professionals' work stress perceptions. Hypothesis 3 assessed the role COVID-19 on the voluntary turnover intentions of these professionals. Finally, the study's research question examined the relationship between professionals' work-related attitudes (job satisfaction, work stress, and turnover intentions) and several demographic and professional characteristics (gender, year born, years worked in current job, years worked in the wedding planning industry, and income). Hierarchical multiple linear regression was originally planned to measure the study's hypotheses and research question. However, due to the sample size, simple linear regression analyses were performed to test the study's three hypotheses and bivariate correlations were completed to examine the study's research question. A discussion of the study's findings, organized by hypothesis, will be presented in the chapter as well as the study's professional implications and limitations and future research.

### **Wedding Professionals' COVID-19 Perceptions and Job Satisfaction**

Hypothesis 1 looked at the impact of the COVID-19 pandemic on wedding professionals' job satisfaction. As shown in the results section, this hypothesis was supported by the data. Regardless of the sector they are in within the wedding industry, professionals who perceived COVID-19 to have a greater impact on their profession did show lower levels of job satisfaction. This finding could be attributed to the idea that there was a lot of change to the

industry during and following the pandemic. With cancellations, changes to numbers of attendees at these events, and downsizing, these professionals were thrown many curve balls during the pandemic. Those professionals that were more exposed to these challenges appeared to be more affected.

This link between job satisfaction and COVID-19 perceptions is supported in the research. For example, Nadu (2020) found that an increase in occupational stress reduced the job satisfaction. Negative life events, such as the COVID-19 pandemic could have lasting impacts on professionals' job satisfaction. In another study, Minh et al (2018) found that that customer relationship, human resources and product design practices had positive indirect effects on job satisfaction through job characteristics, whereas, unanticipated events (i.e., the pandemic) and negative life events are more likely to cause lower levels of job satisfaction.

Looking at ways that pandemics specifically impact job satisfaction can have a positive impact in the way professionals manage these situations. More research in regard to the wedding industry or hospitality industry can help influence a positive work environment for the future of these professions.

### **Wedding Professionals' COVID-19 Perceptions and Work Stress**

Hypothesis 2 looked at the impact of COVID-19 on wedding professionals work stress. This hypothesis was not supported by the data. This is surprising as the pandemic caused many to be without jobs and changes in schedules as many had to work from home.

A possible explanation for the lack of support for this hypothesis could be attributed to the resiliency of wedding professionals themselves and the environments in which they operate. Wedding professionals may be very resilient as many of them already work in

stressful environments as they are forced to search, recruit, and compete for their own clients, market their own business, and successfully manage their business. The industry's competitiveness and volatility may have left the professionals better prepared for conditions brought on by the pandemic.

This possible explanation is supported in previous research of high-pressure workplaces. High-pressure work environments, such as manufacturing where it is loud and stressful with many deadlines, tend to have more resiliency during stressful situations. Shatte et al., (2016) found that workers with high resilience were found to produce better outcomes in difficult work environments. Many wedding professionals, as stated before, have their own clients, own businesses to manage and have to market themselves. This can add stress to professionals. Without resiliency, their business could fail. Through the pandemic, more stress was added than before. Since wedding professionals are used to "off and on" seasons during weddings and fluctuating schedules, they have already experienced how to stay resilient in work.

Future research on the resiliency of wedding professionals can be done in order to show how they handle situations such as the pandemic. Looking at the day in a life of these professionals, can help determine if the size of an agency or location of an industry can affect the resiliency of these professionals. With more resiliency they show to have less work stress which then leads to lower intentions of turnover. Those that own their own businesses can also be investigated as they are used to more volatile, stressful conditions daily, even before the pandemic. Work stress could have been so high already for these professionals which could be why the pandemic did not impact work stress significantly.

## **Wedding Professionals' COVID-19 Perceptions and Voluntary Turnover Intentions**

Hypothesis 3 looked at the impact of COVID-19 on voluntary turnover intentions. This hypothesis was supported by the collected data. Similar to job satisfaction, wedding professionals who perceived COVID-19 had a greater impact on their jobs were more likely to voluntarily leave their job. This study does not look into seeing if professionals did leave, but if they have higher turnover intentions because of their COVID-19 perceptions. Since the impact of COVID-19 affected wedding professionals' job satisfaction, it seems logical that there would also be a correlation between COVID-19 and voluntary turnover.

This finding is supported in previous research that has found that COVID-19 had negative effects on the engagement of deluxe hotel employees, leading to job insecurity (Jung, Jung, Yoon, 2021). The study also found that employees who did not have high job engagement, enthusiasm and focus on the job were more likely to think about leaving their job (Jung, Jung, Yoon, 2021). Overall, it seems likely that the pandemic has caused professionals to have higher turnover intentions.

This study also found a significant correlation between work stress and voluntary turnover. Though the wedding planning professionals in this study did not show to have more stress due to the pandemic, the stress that they do have was shown to be linked with higher voluntary turnover intentions.

Future research should look at the impact of pandemics specifically on voluntary turnover. Seeing if these pandemics cause more stress and lower job satisfaction can be an indicator to voluntary turnover.

## **Professional & Demographic Characteristics and Work-Related Attitudes**

The results indicated that there is a correlation between job satisfaction and gender. This correlation suggests that females have higher job satisfaction when compared to males or non-binary participants. Previous research has shown that, in some instances, women displayed higher levels of job satisfaction compared to others (Clark, 1997). Some of this research found that women also tend to have higher satisfaction in workplaces with more females. For example, one study found that women in female dominated workplaces reported higher job satisfaction partially due to the companies' job flexibility (Bender, Donohue, Heywood, 2005). The wedding industry is a flexible industry, in regard to on and off seasons, number of weddings, etc. This could be an indicator as to why women in this industry have higher job satisfaction in comparison to their counterparts. Future research may want to try and obtain a more even comparison of females, males and non-binary participants.

## **Social Cognitive Theory**

Social Cognitive Theory guided this study. As stated in the literary review, reciprocal determinism is the main construct of this theory. This construct relates the individual to the environment and behavior outcomes. To restate this, reciprocal determinism is a concept that places exclusive emphasis on environmental determination of responses and asserts that a reciprocal relationship exists among environment, behavior, and the individual. Bandura referred to this dynamic as a triadic reciprocity, suggesting the environment influences behavior, behavior influences environment, and both influence the individual, who also influences them (American Psychological Association, 2020). In this study, we saw this to be true as COVID-19 had a significant impact on job satisfaction, one of the individual characteristics in this study and that in turn had a significant impact on the behavior outcome of voluntary turnover. Although we did



not see a significant relationship between COVID-19 perceptions and work stress, we did see a significant relationship between voluntary turnover and work stress. Through these relationships, we can see that the environment, behaviors and the individual are all related and impact each other.

### **Limitations and Future Research**

While this study provided insight as to how COVID-19 impacted job satisfaction, work stress, and voluntary turnover, there needs to be more research done in order to gain an even broader understanding of why the wedding industry has been impacted the way it has been. Future research can look at more even gender comparisons to help us better understand demographic impacts and if men, women, and non-binary participants are affected the same way. A different sample can also be used. Looking into larger samples can give us more information. There could be large differences in wedding industries in smaller and/or larger cities when compared to this sample. In looking at a larger size from specific locations outside of the Midwest, or even the United States, could provide a more comprehensive understanding of the impact COVID-19 had on the wedding industry in regard to geographic location. Size of the agency can also impact findings. After releasing this survey, it was noted that those who own their own business may not have a relationship to all questions in this study as they are their own boss, create their own schedules, and gain their own clients. A larger agency may be impacted differently in this sense. Smaller agencies may also show to be more resilient and can therefore impact research data. Data can also be collected on why job satisfaction is higher in females compared to their counterparts and what can be done to improve work stress and turnover intentions. Another suggestion for future research is to look into both personal stress and work stress. Personal stress caused by the pandemic could have impacted turnover intentions more

than actual work stress. Looking into this personal stress may be a greater indication of COVID-19 perceptions. This can also be impacted depending on if the participant is the owner of a company or an employee. While employees may be stressed about losing their job, owners of businesses may have more stress trying to keep their business open. There is also a trend of women staying home and we see a higher number of employees leaving workplaces in general. Nearly 1 in 10 women (8%) report quitting their job for a reason related to COVID-19 (Ranji, et al, 2021). Looking into how this is impacting wedding professionals will be helpful for the industry as well.

### **Implications for Practice**

Perceptions of COVID-19's impact does suggest wedding professionals are more likely to leave. This can create hardships for businesses, as it can be hard for companies to fill and open positions. Results suggest that lower job satisfaction due to COVID-19 perceptions can lead to voluntary turnover intentions. Results also indicated a significant relationship between work stress and voluntary turnover intentions, though work stress was not shown to be caused by COVID-19 perceptions. To reduce this, workshops can be done at work to look at empathy in the workplace, especially in these trying times.

To help increase job satisfaction and decrease work stress and voluntary turnover intentions, empathetic leadership can be used in this profession. Empathetic leadership is shown to create more job satisfaction with less work stress which can in turn lead to lower turnover intentions. By 2025 it is expected that 75% of the global workforce will be millennials. In particular, empathetic leadership will be required to manage and control this generation if the organizations they choose to work for are to be successful (Negoro & Wibowo 2021). Those that enjoy coming to work are less likely to leave. Empathetic

leadership can give workers a sense of belonging. It can also make workers feel safe to speak opinions and give them confidence to participate in conversation. In turn, they will bond with co-workers and can begin to look forward to coming to work. This will eventually lead to less turnover.

Another thing companies and businesses can do is ask employees what they need in these times. Not everyone is sharing the same experiences. In asking for feedback, companies can hold workshops, or even look to provide mental health days for employees. This can also lead to improved satisfaction and less work stress as employees may be able to stop thinking about work when they leave. Providing team building days can also help improve job satisfaction. Due to COVID-19 putting many people in remote work, and employees becoming used to that, allowing certain days for employees to work from home (when not needed in person) may also help employees feel more comfortable and give them more satisfaction. Allowing professionals to share experiences can also be a great stress relief, conferences can help professionals connect and gain insight into what is working and not working for other professionals.

### **Conclusion**

The purpose of this study was to explore the role of COVID-19 perceptions on wedding planners' job satisfaction, work-stress perceptions, and voluntary turnover intentions. The results from this study did show that there was a connection between the impact of the COVID-19 pandemic and wedding planning professionals' job satisfaction and voluntary turnover intentions. Professionals' perceptions of COVID's impact on their job was not found to influence their work stress levels. In other words, the pandemic did not affect these professionals' work stress job attitudes. These results show that the pandemic did impact the job-

related attitudes of these wedding professionals in regard to their job satisfaction of the industry and potential turnover due to the pandemic. Their work stress was not impacted a significant amount. This study can contribute to understand how these wedding professionals can relate to one another and hopefully see the impact of the pandemic throughout the industry in regard to job satisfaction and turnover.

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## APPENDIX A: SURVEY

Q1 Please indicate your experience concerning COVID-19 (select one option for each statement).

	Completely Disagree	Mostly Disagree	Undecided	Mostly Agree	Completely Agree
From an financial point of view, COVID-19 has negatively affected me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of weddings has increased compared to before the pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From a professional point of view, COVID-19 has negatively affected me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The COVID-19 pandemic has been an opportunity to improve professionally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the COVID-19 pandemic, the number of professional development offerings have increased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The COVID-19 pandemic has allowed me to participate in more training and professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In general, I perceive the pandemic as a threat to the wedding planning profession.

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Q2 Please select the option for each statement that comes closest to reflecting your opinion about it (select one option for each statement)

	Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much
I feel I am being paid a fair amount for the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is really too little chance for promotion on my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor is quite competent in doing his/her job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not satisfied with the benefits I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I do a good job, I receive the recognition for it that I should receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Many of our rules and procedures make doing a good job difficult.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like the people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sometimes feel my job is meaningless.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications seem good within this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raises are too few and far between.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Those who do well on the job stand a fair chance of being promoted.

My supervisor is unfair to me.

The benefits we receive are as good as most other organizations offer.

I do not feel that the work I do is appreciated.

My efforts to do a good job are seldom blocked by red tape.

I find I have to work harder at my job because of the incompetence of people I work with.

I like doing the things I do at work.

The goals of this organization are not clear to me.

I feel unappreciated by the organization when I think about what they pay me.

People get ahead as fast here as they do in other places.

My supervisor shows too little interest in the feelings of subordinates.

The benefit package we have is equitable.

There are few rewards for those who work here.

I have too much to do at work.

I enjoy my coworkers.

I often feel that I do not know what is going on with the organization.

I feel a sense of pride in doing my job.

I feel satisfied with my chances for salary increases.

There are benefits we do not have which we should have.

I like my supervisor.

I have too much paperwork.

I don't feel my efforts are rewarded the way they should be.

I am satisfied with my chances for promotion.

There is too much bickering and fighting at work.

My job is enjoyable.

Work assignments are not fully explained.

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Q3 Please indicate YOUR opinion based on the following statements about your work experiences (select one option for each statement).

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
My workload is stressful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goals are unclear in my workplace, creating more stress for employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I become stressed because my specific work tasks are unclear.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is unclear who is making decisions in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are conflicts at work that create a stressful environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in conflicts at my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor works hard to solve conflicts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I place high demands on myself at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often get engaged in my work making me more stressed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



I often think about work after my working-day.

I find it hard to set a limit to my work assignment which creates more stress.

I take on more responsibility at work than I should.

I often work after ordinary working hours to finish my assignments.

I often find it hard to sleep because my mind is occupied with work.



Q4 Below are a series of factors that MIGHT influence you to consider leaving the wedding planning profession. Please indicate how much you agree or disagree with each statement (select one option for each statement).

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Increase in the amount of time required for wedding planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulty in feeling motivated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decrease in the amount of leisure time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decrease in the amount of time to spent with family and/or friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure to meet customer needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of financial incentive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of job security.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too much stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My wedding planning skills and techniques are becoming inadequate for customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discriminatory practices by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased intensity in the recruitment of customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Administrative duties involved in wedding planning becoming too much of a burden.

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Q15 Describe how COVID-19 has impacted your business and/or you professionally.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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The following information allows us to describe different professional groups within the study. Your answers will be used for statistical purposes and classification only. The data will not be identified with you personally.

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Q5 Which best describes you? (Please select one)

- Female
  - Male
  - Non-binary
  - Prefer not to answer
- 

Q6 What year were you born? (Please fill in the blank)

\_\_\_\_\_

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Q7 How many years have you worked in the wedding industry? (Please fill in the blank)

\_\_\_\_\_

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Q8 How many years have you worked in your current position?

\_\_\_\_\_

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Q9 Which best describes your job position? (Please select all that apply)

Wedding Planner/Consultant

Venue /Event Coordinator

Photographer/Videographer

DJ

Florist

Caterer

Baker

Other (please specify):

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Q10 How much management experience do you have (expressed in years)?

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Q11 What was your approximate TOTAL INCOME before taxes in 2020?

- Up to \$34,999
- \$35,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 to \$199,999
- \$200,000 or more

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Q16 Do you know of anyone that has left the profession due to COVID-19? If so, would you be willing to share their email address below (for inclusion in the study)?

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End of Block: Default Question Block

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