

The Impact of COVID-19 on Employees' Performances: Case of Lebanese Company

Submitted to the Lebanese International University



The School of Business

In Fulfillment of the

Requirements for the Degree of

Master of Business Administration in Human Resources Management

By

Ghina Ali Alkhishen

ID:

11932005

Campus:

Beirut

Supervised by: Dr. Mohamad Mtairek

Summer 2020 – 2021

DEDICATIONS

To those who always believe in me,

To the ones who encourage, trust and support me unconditionally

To my amazing family, my support system, and my best friends,

Thank you all for your support and care.

ACKNOWLEDGEMENTS

My sincere thanks go out to several individuals and organizations for supporting me during my graduate studies. First I would like to thank my supervisor, Dr. Mohamad Mtairek, for his enthusiasm, patience, helpful advice, and constant involvement in my research and writing of this thesis.

As well, I'd like to thank HOLDAL group employees for assisting me with filling out the surveys, my classmates who always checked on me.

ABSTRACT

Life has dramatically changed in a matter of weeks. The COVID-19 era is radically altering the lives of people around the world. Increasing case counts, frantic shopping, empty shelves, shuttered restaurants, empty streets-this is the new reality for the near future.

Employees at many organizations are experiencing a great deal of uncertainty at the moment. As a result of COVID-19, workers are no longer able to travel, work remotely, and distance themselves from others. The way organizations work is changing, and many are asking questions and expressing concerns. And here comes the role of management and managers where an effective manager plans, leads, organizes, and controls. Furthermore, a manager needs to be aware of any changes that might affect the plan. To guarantee the achievement of target goals, managers should prepare strategies and follow them if any changes occur. Due to an unstable environment, the business environment undergoes many changes. During the COVID-19 period, the world was impacted by a number of changes and events. The purpose of this project is to analyze how COVID-19 negatively affects the stability and management of companies, preventing the risk of being lost. The purpose of these hypotheses is to study the relation between the work environments, employee performance, while engaging in COVID-19. A questionnaire was distributed to a group of employees about how the company faced COVID-19 pandemic, what guarantees it sets for employees' safety(working remotely), salary, working duties, etc.,.

Table of Contents

DEDICATIONS	2
ACKNOWLEDGEMENTS.....	3
ABSTRACT	4
LIST OF TABLES.....	7
LIST OF FIGURES	8
1. Introduction	9
1.1. Research Question	10
1.2. Research Aim and Objectives	10
1.3. Overview of the Sector/Domain/Organizations	11
1.4. Research Hypotheses	13
1.5. Structure of the Graduate Project	13
CHAPTER 2: LITERATURE REVIEW.....	15
2. Overview	15
“No epidemic is ever just a health issue in isolation, and Covid-19 has emphasized this on the global stage. We need to be looking at it in terms of an economic issue, a livelihood issue, a social issue and business issue too.” Juliet Bedford, Anthrologica- 2020.....	15
2.1. Remote Collaboration Facing the challenges of COVID-19	18
3.2 Research Approach:	48
3.3 Research Strategy (Data Collection Method).....	50

3.4	Research Methodological Choice:	52
	CHAPTER 4: FINDINGS AND ANALYSIS	56
4.	Introduction	56
4.1.	Findings (Descriptive Statistics)	56
4.2	Analysis	75
4.3	Summary of Findings and Analysis:	76
	CHAPTER 5: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS	77
5.1	Conclusion	77
5.2	Limitations	79
5.3	Recommendations	79
	REFERENCES	82
	APPENDIX 1: QUESTIONNAIRES	85
	APPENDIX 3:	90

LIST OF TABLES

- Table 1: Net employment changes and gross flows by groups, simple
- Table 2: the rate of work stoppage by the interaction between groups
- Table 3: the key differences between qualitative and quantitative work
- Table 4: Gender Demographic Characteristics
- Table 5: Age Demographic Characteristics
- Table 6: Educational level Demographic Characteristics
- Table 7: Employment status Demographic Characteristics
- Table 8: Living Situation Demographic Characteristics
- Table 9: Descriptive Characteristics
- Table 10: Frequency results of precautionary methods
- Table 11: Frequency results of company's productivity
- Table 12: Frequency results of employees' performance
- Table 13: Frequency results of Job Satisfaction
- Table 14: Frequency results of Job Satisfaction
- Table 15: Frequency results of procedures taken by the company
- Table 16: Frequency results of employee's private life.
- Table 17: Frequency results of best place to work from.
- Table 18: Frequency results of change to contract
- Table 19: Frequency results of change in salary
- Table 20: Frequency results of home office experience.
- Table 21: Frequency results of working time
- Table 22: Frequency results of caring duties
- Table 23: Frequency results of Leisure time
- Table 24: T-Test Results
- Table 25: One Sample Test Result
- Table 26: Descriptive Statistics between Job Satisfaction and Employees' Performance.

Table 27: Correlation between Job Satisfaction and Employees' Performance.

LIST OF FIGURES

Figure 1: Shows quarterly revenue of Zoom Video Communications

Figure 2: Shows employee engagement metric during the COVID-19 crisis compared to that at 2009.

Figure 3: Shows the monthly change in engaged and disengaged employees

Figure 4: Shows Employee perceptions of fair compensation and good benefits

Figure 5: Shows employees response to Leadership and Communication areas between 2019 and 2020 data during the COVID-19 lockdown

Figure 6: Shows employees' response a considerable increase in the areas of health and well-being, as well as work-life balance before and during COVID-19

Figure 7: U.S. Unemployment Rate seasonally adjusted monthly data, November 2004 to May 2021

Figure 8: Shows national projections of the prevalence of anxiety or anxiety symptoms in early 2020 and in the year before 2020

Figure 9: Prevalence of depression increased significantly in 2020

Figure 10: Research Onion

Figure 11: Inductive and deductive approaches

Figure 12 Inductive approach

Figure 13: Pie Chart results of precautionary methods

Figure 14: Pie Chart results of company's productivity

Figure 15: Pie Chart results of Employees performance

Figure 16: Pie Chart results of Job Satisfaction

Figure 17: Pie Chart results of procedures taken by the company

Figure 18: Pie Chart results of employee's private life.

Figure 19: Pie Chart results of work conditions.

Figure 20: Pie Chart results of best place to work from.

Figure 21: Pie Chart results of Change to contract.

Figure 22: Pie Chart results of Change in Salary.

Figure 23: Pie Chart results of Home office experience.

Figure 24: Pie Chart results of working time.

Figure 25: Pie Chart results of Caring duties.

Figure 26: Pie Chart results of leisure time.

CHAPTER 1: INTRODUCING THE GRADUATE PROJECT

1. Introduction

As a result of the Corona virus, Lebanon has experienced unprecedented closures of stores and businesses, There have been many closures of stores, factories, etc. A downward shift in demand may be the result of a policy mandate. Due to the inability to pay ongoing expenses and survive the shutdown, many of these closures may be permanent.

Developing countries are facing an unprecedented threat from the COVID-19 pandemic.

Alarming statistics providing insights into the extent of the damage are routinely being released, including about the number of people infected and of COVID-19 related fatalities.

A number of states have had to take extraordinary measures to protect the health and well-being of their citizens, often at a great cost to their economies. There has been a widespread use of workplace closure measures. Millions of jobs have been lost or employees fired due to the unprecedented losses in revenue and bankruptcy experienced by businesses.

A loss of 400 million full-time jobs is estimated to have occurred in the second quarter of 2020 alone; globally the effects of the Coronavirus disease (COVID-19) outbreak are unprecedented. The pandemic has profound effects on the workplace. Besides threatening the health of the public, the long-term livelihoods and wellbeing of millions are also at risk.

Consequently, the pandemic has affected global supply chains, labor markets and economies

in significant ways, this paper examines how COVID-19 impacts employee performance at Lebanon.

1.1. Research Question

The question addressed through this project is:

- How COVID-19 affects negatively and positively the cohesion of Employee's performance and what are the employee management practices taken in order to maintain performance quality.

As part of this project, we will examine the problem of COVID-19, the crisis that impacts the stability of businesses and people all around the world, where we will discuss how companies deal with this issue and how they deal with it in order to survive. In order to measure the change in employees' mental health and performance, we'll analyze the challenges facing employees and the changes to their work conditions.

1.2. Research Aim and Objectives

As the title implies, the main purpose of this project is to examine how organizations deal with specific crises. It is essential to shedding lights on the challenges' facing employees performance.

Using the research question as a starting point, the following objectives are set:

- How do organizations precautionary methods against the crisis help the companies battle this virus?
- How do employees' performance levels differ when they work remotely?
- What is the impact of COVID-19 on work conditions and mental health?

1.3. Overview of the Sector/Domain/Organizations



Figure 1: the Company's logo

HOLDAL Group has been chosen, A retail market Specialist in retail, distribution, manufacturing, and supply chain in beauty and grooming, personal and household care, healthcare, wellbeing, lifestyle, and luxury and distribution company.

The purpose of this project is to examine how the pandemic affects the performance of the employees of this company.

HOLDAL group was founded in 1947; the company has its headquarters in Lebanon. ABOU ADAL Group's Holding Company was established in 1992 to serve the growing companies of the Group.

It's specialized in retail, distribution, manufacturing, and supply chain services in the areas of beauty and grooming, personal and household care, healthcare, wellbeing, lifestyle, and luxury.

To ensure the sustainability of the 3rd generation family business, it launched a 10-year transformation journey in 2010.

In March 2019, the company began a new chapter focused on intrapreneurship, innovation, digital transformation, sustainability, and impact.

HOLDAL group ranked in the top 100 private companies making an impact in the Arab world list by Forbes Middle East. Awarded the award for big corporations during the Multi-Stakeholder SDG Forum (GCNL)

Vision:

People, Businesses, Communities, Powered by HOLDAL.

Mission:

To create meaningful experiences, develop brands and services with a positive, sustainable impact on our community and environment.

Values:

1. Integrity:

Transparency: We work with all of our clients in a transparent and honest manner.

Leadership & Accountability

HOLDAL is committed to delivering its business targets on time and in line with its corporate goals and values.

2. Team Spirit

Through sharing ideas and best practices, we encourage teamwork and help our colleagues grow both personally and professionally.

3. Entrepreneurship & Innovation

In order to help our partners and brands grow, we challenge ourselves to discover new ideas, identify opportunities, and think innovatively in generating new solutions.

4. Responsible Citizenship

The impact we have on society and the environment is integral to our existence.

Our corporate ideals are based on our family values, as we strive to fulfill our goals in the most responsible manner

1.4. Research Hypotheses

To test the relationship between independent variables in quantitative methods, a hypothesis should be drawn, both variables independent and dependent.

The study focuses on the effect of the COVID-19 pandemic on employee performance.

The COVID-19 epidemic is the independent variable in this study, while the employee's performance is dependent variables. Changes in the independent variable will be reflected in changes in the dependent variable.

The aim of this investigation is to find out how the virus affects the employee's practices and output procedures for this pandemic, and how these processes affect employee's performance and productivity within the company.

The hypotheses to be tested are:

H11: Working conditions during COVID-19 can affect employee's performance

H01: Working conditions during COVID-19 cannot affect employee's performance

1.5. Structure of the Graduate Project

There is a standard organizational structure for this project. The project is composed of five chapters that are described as follows: Introduction, Literature Review, Methodology, Findings and analysis, and finally Recommendations, Limitations, and Conclusion. In the introduction part, we introduce the graduate project, objectives, questions to be discussed, an overview of the organization to be studied, and the hypothesis we will examine whether it is true or false. As part of the Literature Review, we will discuss the existing information about the impacts of COVID-19 on employee's

performance and how some companies changed its working conditions affecting different aspects in employees' life. We will provide examples as well as companies' cases in the middle of the pandemic, what changed and they challenged. Our Methodology Chapter addresses strategies, methods, time horizons, and techniques to analyze data to achieve the desired outcomes of our project. In chapter four, we will discuss findings through data analysis methods such as SPSS. Finally, in the last chapter we will summarize the entire work.

CHAPTER 2: LITERATURE REVIEW

2. Overview

“No epidemic is ever just a health issue in isolation, and Covid-19 has emphasized this on the global stage. We need to be looking at it in terms of an economic issue, a livelihood issue, a social issue and business issue too.” Juliet Bedford, *Anthrologica*- 2020

The COVID-19 outbreak has affected millions of lives around the world, and no organization or economy has been spared. There are a variety of systemic risks that have exponential consequences, including health systems, unemployment, supply chains, and the global economic picture.

In 2020, millions of people in the United States filled out unemployment forms due to the circumstances and all of the economic and working conditions negative change caused by COVID-19 (Kniffin et al., 2020). According to reports, COVID-19 caused 55 percent of the closures. Consequently, the global unemployment rate is expected to rise as a result of the pandemic.

Most people have concluded that this virus is part of an economic war against china because it has a very strong economy, but it affects everyone! Approximately half of all economies in the world were hit by this epidemic over time because it spread so rapidly. As a result of the recession, millions of workers have lost their jobs. As a result of the COVID-19 outbreaks, many organizations and corporations are experiencing operational challenges, and employees are being asked to work from home. There is a huge difference between the work environment and the home environment. In order for home-office environments to be effective, employees and management must take the appropriate steps.

There have been adverse effects on people's livelihoods and lives due to the COVID-19 crash. It will impact many aspects of our lives in the months and years to come. Despite this,

the crisis's ramifications and societal implications are still being felt and will continue to be felt as we hear of a new version of this virus.

As some say, one's inner strength is revealed in difficult times. Some employees could adapt to the changes that threaten their performance quality due to social, economic, and private life conditions, and learn fast how to leverage it as an opportunity to succeed, resulting in creative and innovative performance, where they believe that crises are a basis for opportunities, especially in business.

It is well to remember that pandemics, like other sporadic events, have occurred in the past and will occur in the future. We should be prepared to mitigate the social impact of deadly diseases even if we cannot stop their spread. Presently, the epidemic is wreaking havoc on economies around the globe, and no country seems to be immune.

During the first phase of the COVID-19 crisis, most companies met their employees' basic needs for safety, stability, and security. However, when the pandemic recedes, executives can't expect office life to be as it was. But they can create a new work world that will keep employees happy and productive, say Harvard Business School faculty members.

As a result of COVID-19, several enterprises had to send their employees home with just a laptop and a prayer. A large number of people were forced to work from home during the pandemic (WFH). As a consequence, WFH is a priority for most governments. Both employers and employees must be considered when creating the policies. As result of that we can witness industries, benefit from the war such as technology, by increasing the number of people who consume their products. As a result of the lockdown, employees begin to use technology more professionally to complete their tasks for example we can see in the figure bellow how Zoom benefit from the crisis since most industries used this application.

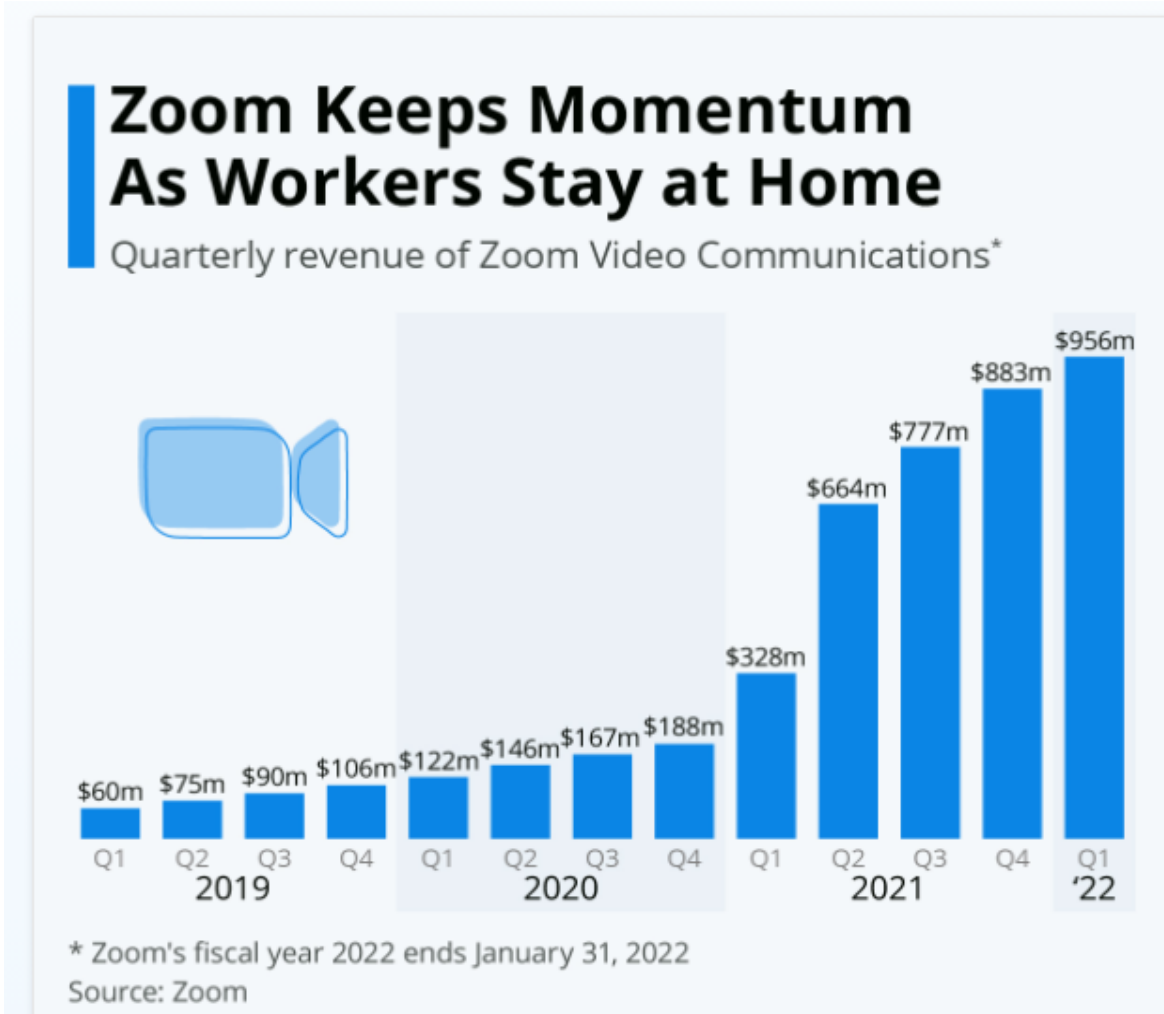


Figure 1: shows quarterly revenue of Zoom Video Communications

- This figure shows how Zoom Video Communication recorded an increase in their revenue, sales, and profitability levels.
- We can see how the revenues of zoom, an an American communications technology company, increase to \$2.65 billion in the year ending January 31, up from \$623 in the previous year. As of June 2, Zoom had a market capitalization of \$96 billion, compared to \$40 billion a year earlier.
- The video conferencing company ended the year with a net profit of \$671 million.

2.1. Remote Collaboration Facing the challenges of COVID-19

In 1973, Nilles (1988) introduced the concept of work from home (WFH), describing it as "telecommuting" or "telework" (Messenger and Gschwind 2016). Over the last four decades, WFH has been referred to by a variety of names, including remote work, flexible workplace, telework, telecommuting, and e-working. These words allude to employees' capacity to work in a variety of settings, including at home, using technology. Execute work duties (Gajendran and Harrison 2007; Grant et al. 2019).

Prior to the COVID-19 epidemic, a large percentage of the world's population worked from home at least once a week. The majority of corporate staff has, however, relocated to home offices full-time since the COVID-19 epidemic. Changes in working conditions, however, could result in a decrease in the productivity of the corporate workforce. With or without family, working from home requires a completely new perspective on challenges.

1. Newly remote knowledge workers are struggling to adapt to their new workplace reality:

Collaboration could be especially difficult for individuals who have just started working remotely. They are more likely to complain about inefficient processes and interactions, which can slow operations and reduce productivity. A detrimental impact on employees' job satisfaction and feelings of belonging is often caused by these difficulties.

Also, it is important to recognize that working from home just simply isn't an option for many Americans. According to the survey, 11% of knowledge workers are unable to work remotely. The majority of those surveyed (48%) said it would make their work more difficult. As more states have encouraged individuals to work from home, the number of remote employees has increased. While 55% of those polled still plan to enter the workforce, some

people find it difficult or impossible to work from home because their jobs require in-person interaction. For some, technology and tools were obstacles. The respondents stated that they lacked the technology necessary to perform their professions at home. In the first case, company executives have few options, but in the second case, they have lots of options.

2. Challenges in communication and cooperation:

Workers that are able to (and do) work from home are confronted with additional problems. For more than half of those who currently work from home, it's a new experience that they're still learning how to master.

Consider the fact that former office employees are used to face-to-face communication and impromptu discussions in the elevator or lunchroom. Some types of virtual contact, such as video calls, have also been shown to be more cognitively draining than in-person encounters. Furthermore, their firms may lack the tools and procedures necessary to enable efficiency.

3. Technical issues :

Some workers may be unable to complete their job, connect in to a certain technology, or use all aspects of virtual meetings, workshops, or laboratory tools due to technical problems such as, slow or No Internet Connectivity, computer problems and router modem problems etc...

4. Employees' salary:

The majority of businesses during the pandemic generated low income or produced low revenue. As a result, businesses began to reduce their worker levels and salaries. According to meta-analytics, reducing workforce has a negative impact on a company's overall

productivity and performance. Approximately 6.1 million young people in India have lost their employment, according to statistics. It will be difficult for them to survive (Kniffin et al., 2020), low-income and low-skill employees were more likely to have decreased their working hours or lost their employment. Before the crisis, vulnerable employees were likewise at a higher risk of having low subjective well-being. As of December 2020, employment rates for low-wage employees have fallen by 24%. The recession had almost little effect on high-income employees. By the same period, there had been a noticeable growth in employment.

5. Employees' work satisfaction:

There has been conflicting evidence about whether telecommuting has a good or negative impact on job satisfaction. Some academics, for example, have discovered support for a linear connection between telecommuting and job happiness, implying that workers who work remotely more often are more happy with their employment or that employees who work remotely less frequently are less satisfied with their jobs.

● 2.2 Impacts of COVID-19 on the work and life domain:

The crisis has already evolved into an economic and labor market shock, affecting not just supply (services and goods production), and also demand (consumption and investment), therefore all businesses, large or small, are experiencing major problems, particularly those in the aviation, tourist, and hospitality sector, which face the actual prospect of large revenue decreases, insolvencies, and loss of jobs in certain sectors.

Due to the importance of work from home (WFH), most governments have set targets for WFH. In developing policies, employers and employees must consider their practicality. As a result, the current scenario offers unique insight into how effective working from home is,

and it may be used to influence future regulations that alter the current structure of working hours, possibly allowing for more flexibility. In summary, work conditions changed, and many employees now work from home because of the crisis. What changed?

1- Productivity, job satisfaction, flexibility, and work engagement are all factors to consider.

WFH has been shown in research to have favorable effects on the work domain, such as productivity, job satisfaction, flexibility, and work engagement. Telework, e-working, and telecommuting have all increased productivity, especially for creative activities.

WFH is also thought to improve job satisfaction, and studies have demonstrated that there is a link between teleworking and job satisfaction.

WFH has an influence on flexibility and job engagement since it allows people to finish their work at their own pace and does not compel them to adhere to office hours (Grant et al. 2019; Purwanto et al. 2020).

WFH and teleworking have a favorable impact on employee performance, WFH, on the other hand, has been claimed to have a detrimental impact on the work domain, which is adversely connected with work motivation, for example, WFH can lead employees to lose motivation at work since they must suffer the expense of WFH (Purwanto et al. 2020).

2- Work Family balance WFB between, Family satisfaction and life satisfaction.

On the life domain, WFH has both bad and good consequences; WLB, life satisfaction, and family satisfaction are examples of life domains. Work-family conflict, work-family balance, family contentment, and life satisfaction are all examples of WLB.

WFH was discovered to have detrimental impacts on the domain of life in several researches. Grant et al. (2019), for example, discovered that e-workers struggle to control the boundaries between working and non-working time, resulting in a proclivity to

overwork. Others discovered that the lines between work and family life were blurred , which might lead to overwork and a reduction in WLB.

Nonetheless, numerous research have discovered that WFH is linked to family and life pleasure (Eddleston and Mulki 2017; Virick, DaSilva, and Arrington 2010). WFH increases the life happiness of childless male employees, according to Arntz et al. (2019). Furthermore, WLB has been discovered to be favorably related with life and family satisfaction (Chan et al. 2016; Noda 2020).

- **2.2.1 COVID-19 pandemic and work from home in Hong Kong**

COVID-19 provided the globe with the opportunity to experience WFH, which has long been a desired employment alternative for many, particularly in places like Hong Kong, where multiple family workforces are becoming more common. The duty of elderly parents and/or small children, combined with a rigorous work environment, has posed a problem for Hong Kong's WLB. However, the existing WFH structure has numerous gaps, and as a result, there is increased discontent with the absence of policies to conduct successful home working.

Over 80% of workers said they would like at least partial WFH measures in place, with the number of days a week varied. More time to rest (72.2 % definitely agree), less work-related stress (63.8%), and an improvement in WLB were the most prevalent explanations given (60.7 %) This can be observed in the same poll, when the majority of respondents agreed with all of the All of the problems stated, including lactose intolerance, were issues that I agreed with.

Workers in Hong Kong are more likely than their Western counterparts to be happy with their work-life balance. However, there are certain obvious problems that must be addressed, such as a lack of internal infrastructure and restricted access to office resources. According to a

research, Hong Kong's distinctive working environment makes WFH less suitable for employees, with workers losing the distinction of personal and professional settings. As a result, employees' productivity has been uneven or delayed, and employers have shown a lack of flexibility and tolerance.

During the city epidemic, Hong Kong public servants were permitted attend WFH.

Information technology support was supplied by government agencies in the form of freshly installed PCs, mobile devices, and other equipment. However, there are numerous secret papers that civil workers may not be able to access through government intranets and servers. According to studies, the WFH, which was formerly widely favored, has not shown to be one of the best alternatives for the majority of Hong Kong workers. WFH continues to pique people's interest, but not in its current form. Better government rules and policies are needed to effectively regulate and make WFH a reality. Guidance on adjusting to distant online work is one area of policy where preparation and execution are critical. The decision to halt in-person meetings and work was made quickly, but with no instructions on how to do so, Workers are ignorant of what WFH involves, and they lack the tools needed to make this transition, such as software, access to formal papers, and enough workspace. If this technique is to become a viable alternative or the new normal, proper training is necessary. After the epidemic, when WFH is no longer a compulsory obligation, but rather a flexible decision, the working balance may be evident.

- **2.3 The impact of reaction to changes on employee's performance:**

In the subject of human resource management, the impact of the work environment and employees' employability on job satisfaction and job performance (JB) has long been a major concern. A positive work atmosphere has been shown in several studies to assist individuals improve their job efforts and gain the information and skills they require.

This is due to the fact that it enhances the psychological condition of attaining success because it enhances their psychological condition when it comes to attaining their objective. In January 2020, governments throughout the world became aware of a worldwide COVID-19 epidemic and began halting the flow of trade, tourism, and production, especially work-related activities. COVID-19 has been stopped from spreading by governments suspending a variety of economic activity and delaying the resumption of stalled manufacturing. As a result of the pandemic, many employees are working from home (Vaziri et al., 2020). Due to such abrupt changes in job category, employees face job instability (Kramer and Kramer, 2020). (Blustein et al., 2020). Depending on cognitive differences such as organizational acuity, employees would have varying understandings and behaviors when it comes to crisis management in response to a pandemic (Eby et al., 2016).

- **2.3.1 what impact does job insecurity and performance has on hotel employees' satisfaction with the company's COVID-19 responses?**

Researchers investigated the role of hotel employees' satisfaction with their institutions' COVID-19 responses in lowering perceived job insecurity (PJI) and sustaining job performance.

An explanatory sequential mixed-methods design for performing two studies, Employee satisfaction with organization COVID-19 responses (SOCV19R) favorably impacts JP and moderates (1) the positive relationship between perceived health risk associated with COVID-19 (PHRCV19) and PJI and (2) the negative relationship between PJI (perceived job insecurity) and JP (job performance), according to the findings.

Interestingly, PHRCV19 was shown to be positively correlated with JP, and SOCV19R moderated the relationship between PHRCV19 and JP significantly and beneficially. PJI is also found to mediate the connection between PHRCV19 and JP.

Using a new study to fill a critical gap in hospitality research, we explore the difference between an organization's crisis response and the employee's perception of health risk. PJI's negative impact on JP mitigated by SOCV19R of employees, and this enhanced the relationship between JP and PJI.

Using a new study to fill a critical gap in hospitality research, we explore the difference between an organization's crisis response and the employee's perception of health risk. PJI's negative impact on JP mitigated by SOCV19R of employees, and this enhanced the relationship between JP and PJI.

Health crises, calamities, and other dangers put the hotel business at risk (Jung et al., 2021). Furthermore, the structural aspects of this business result in a high level of precocity for workers (Robinson et al., 2019), many of whom rely on the larger tourist industry for work (Baum et al., 2020).

The impact of unexpected events on the hotel sector has been extensively studied.

In studies on the impact of unexpected occurrences on the hospitality industry, consumers and management are frequently mentioned.

Hotel employees, however, are not aware of how these occurrences affect them or how the organization might mitigate the effects of these occurrences.

It is essential for organizations to pay attention to employee psychological capital during a global crisis (Mao et al., 2020) because organizations require a steady supply of motivated, pleased, happy, and engaged employees.

In the hospitality business, there is a continual demand for motivated, pleased, happy, and engaged employees who will serve as the foundation for a satisfied customer base (Lee & Park, 2019) The hotel industry has suffered significant revenue losses as occupancy rates have plummeted as a result of the sharp reduction in the number of travelers (Jung et al., 2021) COVID-19 has the potential to have negative effects. Employees may experience negative psychology, such as dread or tension, as a result of COVID-19. This might jeopardize employees' job performance, according to the conservation of resources (COR) hypothesis (Hobfoll, 1989).

The COVID-19 has had negative effects on society, the economy, and the people. (Hall et al., 2020; Gössling et al., 2021).

For example, between May and September 2020, travelers' willingness to travel decreased by nearly 50% in Asia and by roughly 30% in the Americas and Europe.

Because of the substantial downturn in the tourism sector, the hotel industry has suffered significant sales losses.

As a result, COVID-19 might have unfavorable psychological effects on workers, such as dread or stress (Baum et al., 2020; Dryhurst et al., 2020). Employees' worry and tension may remain despite government interventions and suggestions for various alleviation packages.

The theory of conservation of resources (COR) states that (Hobfoll, 1989), Furthermore, in the face of many negative outcomes produced by COVID-19, downsizing to reduce labor costs and future organizational restructuring operations might endanger employees and generate emotions of job insecurity (Baum et al., 2020; Meyer et al., 2018).

According to Guido Aginis, CoVID-19 can provide a chance for businesses to transition toward more real and genuine corporate social responsibility (CSR). CSR refers to an organization's activities and policies aimed at achieving economic, social, and environmental sustainability. Some resorts became rehabilitation and relaxation centers for medical personnel for example the Accor Group's operations in France. Employees will feel more proud to be a part of a thoughtful, caring, and generous business if the CSR is real and genuine, and this will help the organization develop deeper relationships with its stakeholders (He & Harris, 2020; Mao et al., 2020). Organizational social responsibility will provide a firm platform for workers' follow-up activities (Mao et al 2020.).

COVID-19 answers that are successful for the organization might be considered CSR. We propose that SOCV19R can assist employees in maintaining their JP, which may be harmed as a result of resource depletion caused by -19. Employees should sense stronger support from their organization if they are happy with the organization's replies. This is because it lowers perceived job insecurity (PJI) and makes it easier to keep a job.

There have been few research on workers published in COVID 19 related hotel papers as of October 20, 2020. As a result, there is a need for more study into the links between PHRCV19, PJI, and JP, as well as the function of SOCV19R in such interactions and JP. This study can give insights for the rehabilitation of workers' PJI and the maintenance of their JP, assisting companies in achieving long-term viability

This study found that that SOCV19R (Employee satisfaction with organization COVID-19 responses) influences positively JP(job performance).. According to the organizational support hypothesis, when employees are pleased with the organization's COVID-19 answers, they will retain their well-being, health, and employment. As a result, they respond by adopting good actions and attitudes in order to keep their JP.

The study also found that SOCV19R moderates the positive association between PHRCV19 and PJI, making it weaker at greater levels of SOCV19R. This conclusion is consistent with prior research on the importance of organizational support in mitigating anxiety, depression, work stress, and job dissatisfaction in the aftermath of a crisis or catastrophe (Kim & Niederdeppe, 2013; Watkins et al 2015.)

The study also found that SOCV19R acts as a moderator in the negative link between PJI and JP, making this association weaker at greater SOCV19R levels.

Surprisingly, PHRCV19 has a favorable impact on JP, despite the fact that perceived health risk is related with decreased JP. This favorable relationship between PHRCV19 and JP becomes more powerful as SOCV19R levels rise. Indeed, the company's excellent answers to COVID-19 can make employees believe that they can trust the organization and focus unwaveringly on their work. This finding supports prior research by emphasizing the importance of organizations' appropriate crisis responses in encouraging staff to contribute the effort and promoting organizational goals (Mao et al., 2020; Watkins et al., 2015).

● **2.4 The Impact of COVID-19 on Employee Engagement:**

Employee engagement has become critical in today's pandemic environment owing to COVID19. In this current state of lockdown, assuming the top position without the backing of your staff would be a pipe dream. Organizations understand that engaged workers are the key to success in this difficult time, and that is why firms must plan on keeping their staff pleased and motivated during pandemic situations. Developing employee engagement measures with the assistance of technology is critical for the success of businesses in the present circumstances.

Many organizations are currently creating a variety of employee engagement strategies such as virtual team meetings, virtual learning and development, weekly alignment online sessions, webinars with industry experts, live sessions for new-skill training, online communication exercise,, as well as webinars for anxiety and stress, online team building activities, online family engagement practices, , shared content such as TED Talks, digital classrooms training modules, e-learning modules online books, online courses, online sharing best practices of maintaining health and hygiene, , online guidance for exercise and meditation, brainstorming, apology, and appreciation online session and so on. In the virtual workplace, there are social interactions. In this pandemic condition caused by the coronavirus, this kind of engagement techniques increase employee morale and make them feel more motivated and dedicated to the business.

2.4.1 Employee Engagement amid Covid-19:

The business environment is shifting as a result of the worldwide COVID19 epidemic. During this challenging time, human resource managers are always developing new, creative, and effective methods to engage employees in a healthy way. Employee engagement is a working mindset that encourages all members of a company to contribute their best every day. Devoted to the aims and ideals of their organization Organizations constantly keep in mind that engaged workers contribute to increased productivity at work, which in turn leads to increased customer satisfaction and, without a doubt, increases in sales and profit for the firm.

(Kahn, 1990) stated that involvement implies the physiological and bodily presence of performing an organizational function. The three psychological dimensions that aid in the development of involvement in an organization are meaningfulness, safety, and availability.

According to more research, when people are engaged, they use and express themselves physically, intellectually, and emotionally.

As a result of the crisis, most nations implemented public restrictions such as lockdown, social distance, and donning a face mask when leaving the house. Most companies began working online and implemented a work-from-home (WFH) program in response to the demand of the hour. Because of the lockout, the majority of businesses allow their workers to work from home. However, working from home is challenging for employees since they do not experience the organizational atmosphere at home, as well as a loss of attention owing to frequent interruptions by family members; work–life conflict arises as a result. Even they lack the necessary equipment and tools (scanners, headphones, computer, mouse, printers Webcam, internet connection and a separate workspace—a relaxing working atmosphere) The majority of employees are concerned about the growing number of COVID19 instances throughout the world. They are uncertain about their job security as well as their pay.

Employees were unable to concentrate/focus on their job as a result of these issues, necessitating the requirement for employee engagement. The organization's primary job is to look after its employees' well-being and appropriately engage them. Employees that are fully engaged provide 100 percent results. Leaders should provide motivating talks, improve employee morale, and offer a safe and open environment where employees may speak out if they are experiencing problems. Leaders can use multimedia for communication. There should be transparent policy, so employees do not feel stress about their job and engage in their job well mannered.

During a crisis, employee engagement trends have just three options: they can grow, decline, or stay the same. There are several reasons to assume that employee engagement levels have stayed stable.

Quantum Workplace's Best Places to Work study, for example, revealed that for more than a decade, engagement has fluctuated by barely 1-2 percentage points year over year.

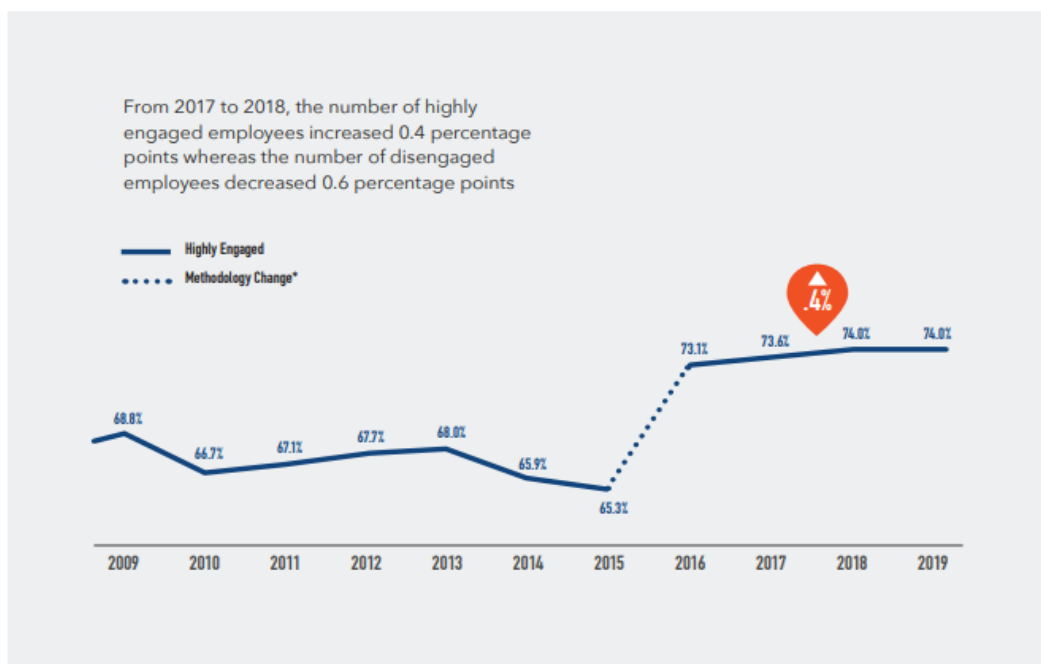


Figure 2: shows employee engagement metric during the COVID-19 crisis compared to that at 2009.

- For more than a decade, engagement has fluctuated by barely 1-2 percentage point's year over year.
- When comparing the results of customers who reported during the COVID-19 crisis to the results of their 2019 surveys, we found indications of positive increases in staff survey replies.
- In reality, the Quantum Workplace client database shows that:
- 75% of organizations had increases in overall item favorability

- 73% of organizations had increases in employee engagement
- Furthermore, several research companies that have monitored a consistent staff engagement index are beginning to notice a shift in overall item favorability.
- Employee engagement levels in the United States have begun to climb in the second quarter of 2020, according to their findings.

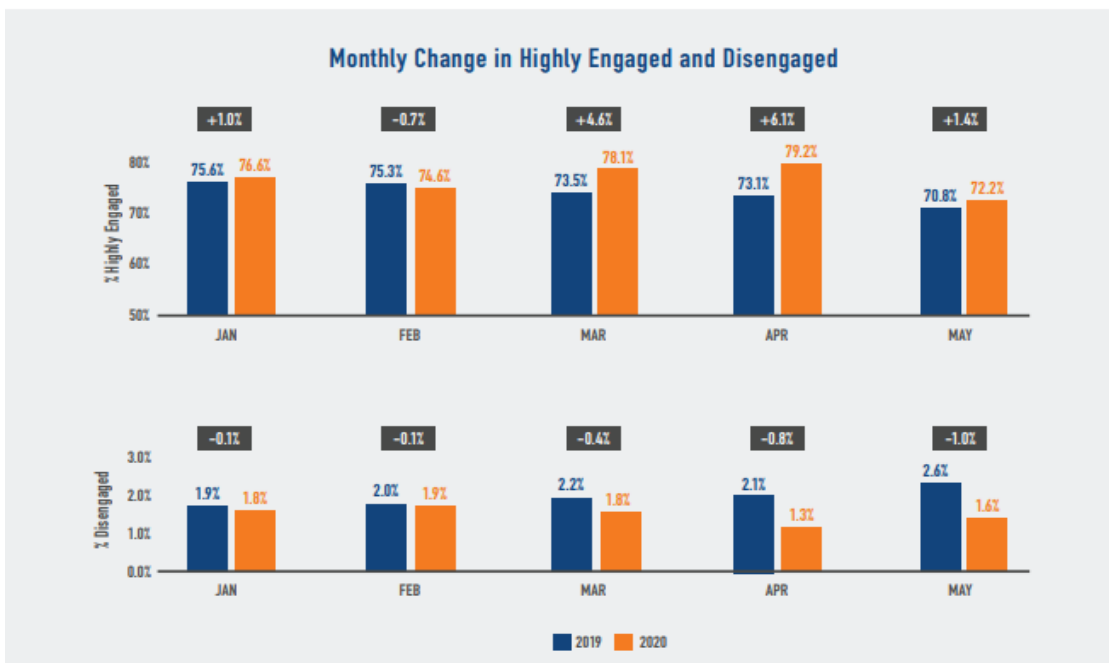


Figure 3: Shows the monthly change in engaged and disengaged employees

- During March through M, the study revealed a spike in high engagement (and a decrease in disengagement).
- When comparing March to May of 2020 to March to May of 2019, this study revealed higher levels of high engagement (and lower levels of disengagement).
- Disengagement levels were 1.6X lower in April 2020 than they were in April 2019.
- In the same month, we discovered that high involvement in 2020 was 6.1 percent greater than in 2019.
- These improvements in i

- involvement amount to tens of thousands of dollars
- **2.4.2 During the crisis, what aspects of Employee Engagement altered the most?**

We may infer that the rise in employee engagement is only attributable to economic and labor market circumstances if we simply looked at the influence of economic and labor market factors on employee engagement. This conclusion, however, overlooks the significant changes in the workplace that have occurred over this period. There were huge diversionary effects when lockdowns and social distance rules were enforced across the US

The workplace and the requirements of workers were severely disrupted. Many workers were compelled to work remotely due to social distancing policies. Because of the school closures, some employees were responsible for childcare and education of their children. Many companies needed to improve their health and wellness policies and assistance.

There is evidence that organizations responded favorably throughout the disruption and forced transformation. For example, according to the findings, 88 percent of employees believe that leaders' communication frequency is successful.

During this period, nearly 9 out of 10 employees said they felt well-supported by their immediate boss. These data show that economic conditions were not the sole factor influencing employee engagement at this period. Organizational team leaders responded quickly to the situation and put the health and well-being of their people first. As a result, communication, flexibility and enhanced leadership may have contributed to increased employee engagement.

- The Three Most Promising Growth Areas

During the COVID-19 shutdown, we looked at item-level differences between our 2019 and 2020 data and saw three major areas of improvement. These categories might provide insight into the many variables affecting the growth in employee engagement.

1. Compensation and Benefits

During this time span, employee evaluations of fair remuneration and decent benefits increased by 7% and 5%, respectively.

This conclusion does not imply that employees were suddenly given greater pay or perks. Rather, during a worldwide epidemic and economic slump, employees reevaluated what a decent salary and excellent benefits meant.

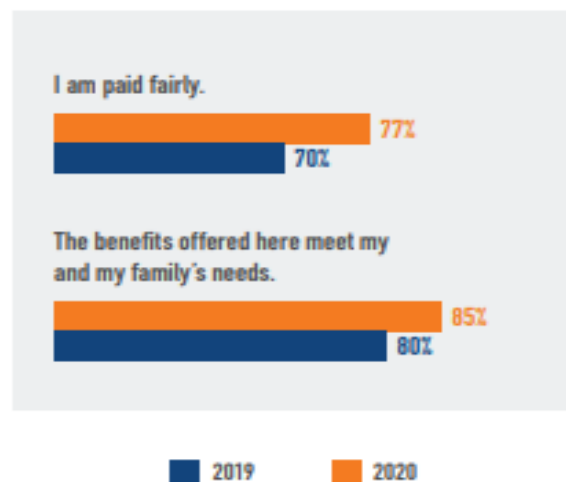


Figure 4: shows Employee perceptions of fair compensation and good benefits

2. Leadership and Communication:

“When the organization makes changes, I understand why” (up 8% in favorability year-over-year) n favorability year-over-year) were the two items that had the biggest improvements in year-over-year favorability.

The organization's senior management places a premium on people. Many organizational leaders were forced to become nimble in the face of upheaval, as seen by these improvements in favorability.

As leaders and teams coordinated their reactions, corporate communication became even more important.



Figure 5: shows employees response to Leadership and Communication areas between 2019 and 2020 data during the COVID-19 lockdown

- This figure shows how leadership and communication factors influenced the rise in employee engagement before and during COVID19
- We can see how the communication between the employees and the organization improved during COVID-19 since before the crisis 77% of the employees understood why the organization made changes while before the crisis only 69% understood why ” (up 8% in favorability year-over-year)
- We also can see how Organization’s senior leaders before COVID-19 believed that 76% of employees were most valuable sources where this belief increased by 7% in favorability year over year to reach 83% amid COVID-19

3. Balance, Health, and Wellbeing:



Figure 6: shows employees response a considerable increase in the areas of health and well-being, as well as work-life balance before and during COVID-19

- The statements "Our culture promotes my health and wellness" and "My employment provides me freedom to fulfill the demands of both my work and personal life" gained 6% and 5% favorability, respectively, in the survey.
- This might imply that, at this tumultuous and unusual moment, organizational leaders responded quickly to develop guidelines and alter policies to promote the health and wellbeing of their workforces.
- **2.5 Types of workers impacted by the COVID-19 crisis?**

The COVID-19 crisis in 2020-21 was a major and unprecedented shock to global labor markets. However, there is no comprehensive documentation of the crisis' impact on various types of employees in developing nations. Empirical data from industrialized nations shows that the recession disproportionately harmed historically disadvantaged workers in the job market. These studies show that inequality has been increased by examining the labor market effects of the epidemic using a range of data sources, including government administrative data, real-time surveys, and information from social media. Since the epidemic interrupted

established data gathering procedures in underdeveloped nations, little is known about the effects of the shock on employees. Alternative data sources and systems are rare in many of these nations.

- **2.5.1 Women, youth, the less educated, and urban employees**

The above suffered the brunt of the weight of work stoppage, according to the HFPS statistics, although the discrepancies between urban and rural workers were lower than the other inequalities.

Women were 8 percentage points more likely than men to stop working in the early stages of the crisis, as shown in Table 1, and gender disparities were larger than those by age (with a 4 percentage point gap between young and other adult workers), education (with a 4 percentage point gap between low and high educated workers), or occupation (with a 4 percentage point gap between low and high educated workers). And location (with a three-point difference between urban and rural employees) .

	Pre-pandemic employment (40 countries)	Current employment (40 countries)	% change in employed people (40 countries)	Rate of work stoppage (40 countries)	Rate of work starting (17 countries)
Women	71%	48%	-34%	36%	8%
Men	85%	62%	-27%	28%	21%
Young	71%	48%	-33%	35%	15%
Adults	80%	56%	-30%	31%	11%
Low educated	76%	49%	-36%	37%	10%
High educated	81%	56%	-31%	33%	13%
Urban	80%	56%	-30%	31%	9%
Rural	78%	58%	-26%	28%	16%

Table1: Net employment changes & gross flows by groups.

- Table 1 breaks down the huge differences by gender and age group, allowing researchers to look at the intersectional it of numerous labor market disadvantages.

- 9 The gender difference was identical in absolute terms for youth and older employees, those with less and more education, and workers in urban and rural areas.
- Among the high-educated, as well as in rural regions . Overall, these findings do not indicate substantial intersection; in fact, despite the fact that urban regions were affected harder than rural areas, young workers (who suffered disproportionate job losses during the first period of the crisis) fared comparatively better in urban areas.

	Women	Men	Young	Adult	Low- educatæd	High- educated	Urban	Rural
Women	.	.	0.39	0.35	0.42	0.37	0.35	0.32
Men	.	.	0.32	0.28	0.33	0.29	0.28	0.26
Young	0.39	0.32	.	.	0.36	0.38	0.33	0.35
Adult	0.35	0.28	.	.	0.39	0.33	0.31	0.28

Table 2: Shows the rate of work stoppage by the interaction between groups

- The research reveals that women, young, and the less educated were the most susceptible groups in the labor markets during the pandemic macroeconomic shock.
- These workers were the most affected in terms of being subjected to work stoppages as a result of the COVID19 lockdowns and other measures that caused economic instability, causing numerous firms to downsize or close and as result, employment will be reduced.
- Overall, these findings are consistent with earlier research that demonstrates that the crisis disproportionately affected traditionally disadvantaged groups in the labor market, at least in its early stages. According to Lee et al. (2021), the pandemic's early negative effects were greater for women, minorities, the less educated, and young workers in the United States.

- **2.6 Employee's performance Vs. Company's Performance**

The performance of employees and the performance of their organizations are closely related. As a result, every element that has an impact on the personnel will have an impact on the firm. There are several things that might have a detrimental impact on a company's success. For example when corporations use tactics like laying off employees, downsizing, cutting off, and executing, They will have a detrimental impact on the performance of other employees by making and implementing temporary interactions. They will believe that their job is insecure and that they might be fired at any time. As a result, both employee and company performance will suffer as a result of this.

Employees, on the other hand, are unable to deal with technology and encounter several issues when working as a result of the shift in working techniques from conventional to contemporary, such as working remotely. Furthermore, the lack of oversight over their online job would affect both the employees' and the employers' performance.

Furthermore, it is critical to shed light on the psychological consequences of COVID-19's emergence. Many people have experienced tension, worry, pessimism, and despair as a result of this scenario. These unpleasant sentiments that damage the employee's mental health will have a detrimental influence on the business. As a result, it's critical for the management to think of a strategy to keep the employees satisfied and motivated through the Human Resource department.

- **2.7 Economic and social psychological impacts due to COVID-19:**

The COVID19 pandemic is a public health catastrophe that has triggered an economic crisis, with employment losses exceeding job increases in the preceding decade within a few months and detrimental impacts on many aspects of employees' lives.

The varied responses of institutions including government, education, and industry led to the virus's unequal transmission and impacts by location, as well as race, gender, and socioeconomic status, and ethnicity.

- **2.7.1 Economic, worker, and inequalities effects:**

Job losses accelerated to levels not seen since the Great Depression, and economic production is expected to decrease faster in the first two quarters of 2020 than it did during the Great Recession of 2008-2009.

Large stimulus packages were enacted by

some governments, but they were insufficient, given that our social safety net was fraying, leaving millions of families struggling to make ends meet without access to paid sick/family leave or medical insurance.

Gender, race/ethnicity, education, and employment have all had various implications on “social distancing,” remote working, and the divide between “essential” and “non-essential” employees.

Low-wage employees, the elderly, those with chronic health issues, and those living in close quarters, such as jails and prisons or migrant holding centers, have all faced higher dangers.

Furthermore, low-wage service workers are more likely to lose their employment completely or be recalled to work more slowly than higher-wage workers in other sectors.

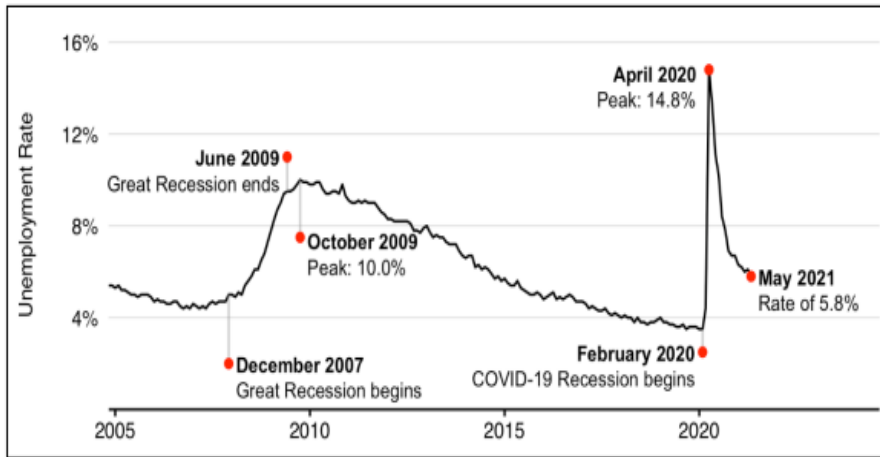


Figure7:U.S.Unemployment Rate seasonally adjusted monthly data, November 2004 to May 2021

- The unemployment rate grew during the Great Crisis, rising from 5.0 percent in December 2007 (the start of the recession) to 9.5 percent in June 2009 (the conclusion of the recession) (see Figure). In October 2009, four months after the recession officially ended, the jobless rate reached at 10%. In the current recession, the jobless rate has risen from 3.5 percent in February to 4.5 percent.
- According to data from July 2020, many adults are reporting specific negative effects on their mental health and well-being, such as difficulty sleeping (36%) or eating (32%), increases in alcohol consumption or substance use (12%), and worsening chronic conditions (12%), as a result of concern and stress about the coronavirus. As the epidemic progresses, ongoing and essential public health actions disclose various potential hazards.
- Many people are in conditions that are associated with poor mental health outcomes, such as loneliness and job loss.

2.7.2 The Social and Psychological Effects:

The epidemic caused a sudden cessation of the usual patterns of social contact that drove economic and social activity.

The majority of the population has suffered interruptions in their regular daily rhythms as a result of mandatory social distance, with the possibility of more disruptions in job, school, social, and family connections.

As a result, the infrastructures of education, health, social services and faithbased organizations, government, criminal justice, the law, and many others that rely on interpersonal contact have been forced to rapidly transform their practices, moving some online, delaying or postponing others, and closing some entirely.

The effects of these actions are not yet known, Because of disparities in access to digital technology, the effects are likely to be long-lasting.

Moreover all these changes affected the mental health of employees or people in general where everyone was frightened from this virus that's killing everyone despite their age, health conditions! However for decades, the frequency of mental health disorders has been relatively stable; but, with the emergence of the COVID19 pandemic in 2020

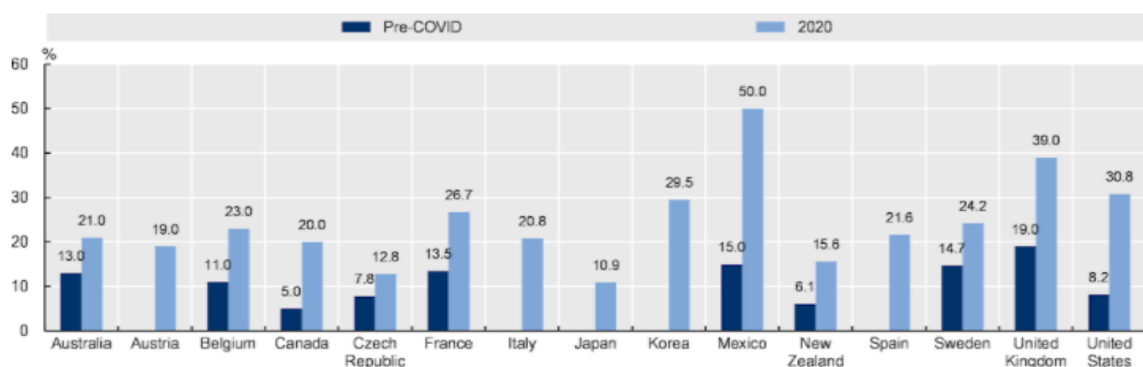


Figure 8: Shows national projections of the prevalence of anxiety or anxiety symptoms in early 2020 and in the year before 2020.

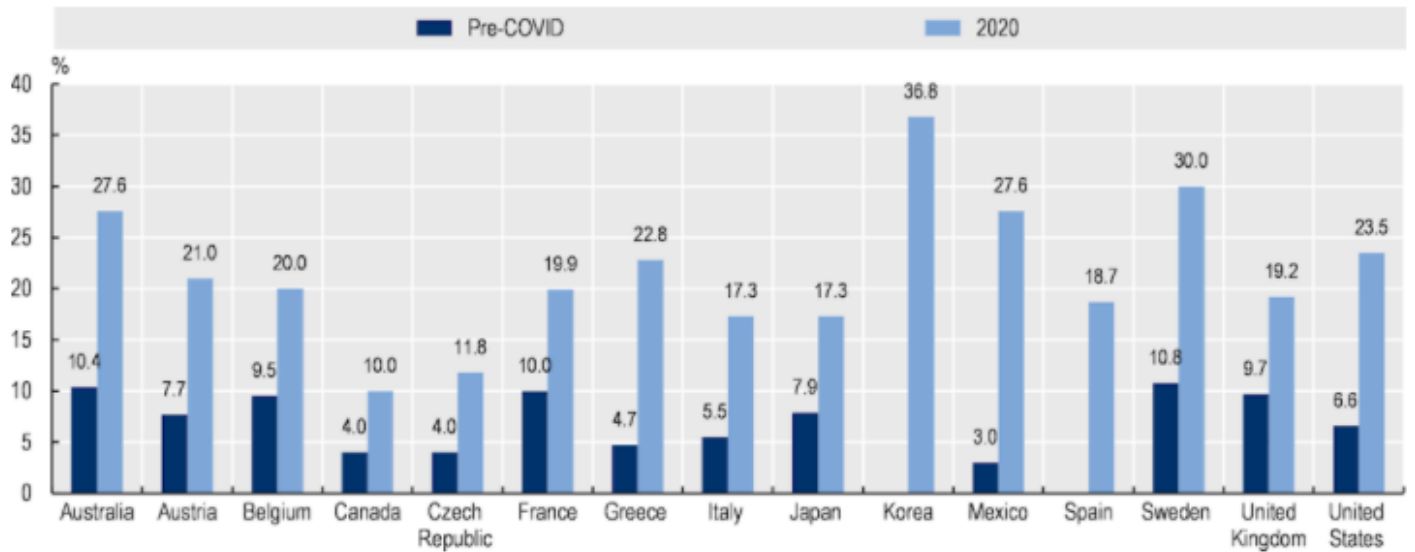


Figure 9: Prevalence of depression increased significantly in 2020

So as shown in the previous figures people’s mental health was affected due to COVID-19 were the world witnessed change in anxiety and depression levels however studies of other pandemics (Ebola ,SARS, MERS) have shown that not only the general public suffers from emotional distress, but also many health professionals and law enforcement agents have faced symptoms of PTSD, depression, anxiety, exhaustion, and burnout at the beginning, during and after the outbreak.

As an example, on that in the case of COVID-19, healthcare professionals are more vulnerable to severe psychological repercussions owing to insufficient individual protection equipment (PPE), tiredness, irritation, stress, despair, loneliness, racism, bad feelings of patients, and absence of families.

Many variables affect global public health, including health professionals' roles and responsibilities, the effect of infections, the influence of economic activities on travel and trade limitations, and the proper care of social welfare and individual rights during pandemics.

Organizational and occupational factors have a significant influence on psychological health, particularly in the setting of a worldwide pandemic.

As a result, the workplace provides an essential focus for attempts to treat mental health concerns connected to the COVID-19 epidemic.

Anxiety, sadness, PTSD, suicide ideation, and insomnia are all symptoms of a health emergency, as well as drug and alcohol abuse, are more likely to afflict healthcare professionals, particularly those on the front lines, migratory employees, and those in touch with the public, such as law enforcement.

These concerns are connected to a high degree of job stress, the worry of becoming infected and becoming a vector of the disease to the family, and the prejudice and shame that may occur.

Furthermore, job insecurity, a hostile work environment, lengthy periods of quarantine and isolation, abuse of workers' rights, and concern about the future exacerbate the psychological state, particularly in younger individuals and those with a better academic background.

Summary of literature review:

Aside from health issues, the COVID-19 pandemic has produced an unparalleled social and economic catastrophe, notably in the service industry. Due to stringent security precautions, many service personnel are required to work remotely in order to keep service firms functioning. Given the scarcity of research on virtual work in the service experience, Collaboration may be especially challenging for those who have just been working remotely for a month or less. They are more likely to complain about inefficient procedures and interactions, which can stifle operations and lower productivity. These issues typically lead to greater issues, which have a negative influence on employees' sense of belonging and overall workplace happiness.

Several studies have demonstrated that a good work environment may help people enhance their job efforts and learn the information and skills they need.

CHAPTER 3: RESEARCH METHODOLOGY

The research onion model was introduced by Saunders, Lewis, and Thornhill in their book *Research Methods for Business Students*.

This model tries to describe the many stages of dissertation writing in order to assist students in developing a more organized technique.

The Research Onion model below symbolically depicts the various aspects involved in the research that might be investigated to build the final research design.

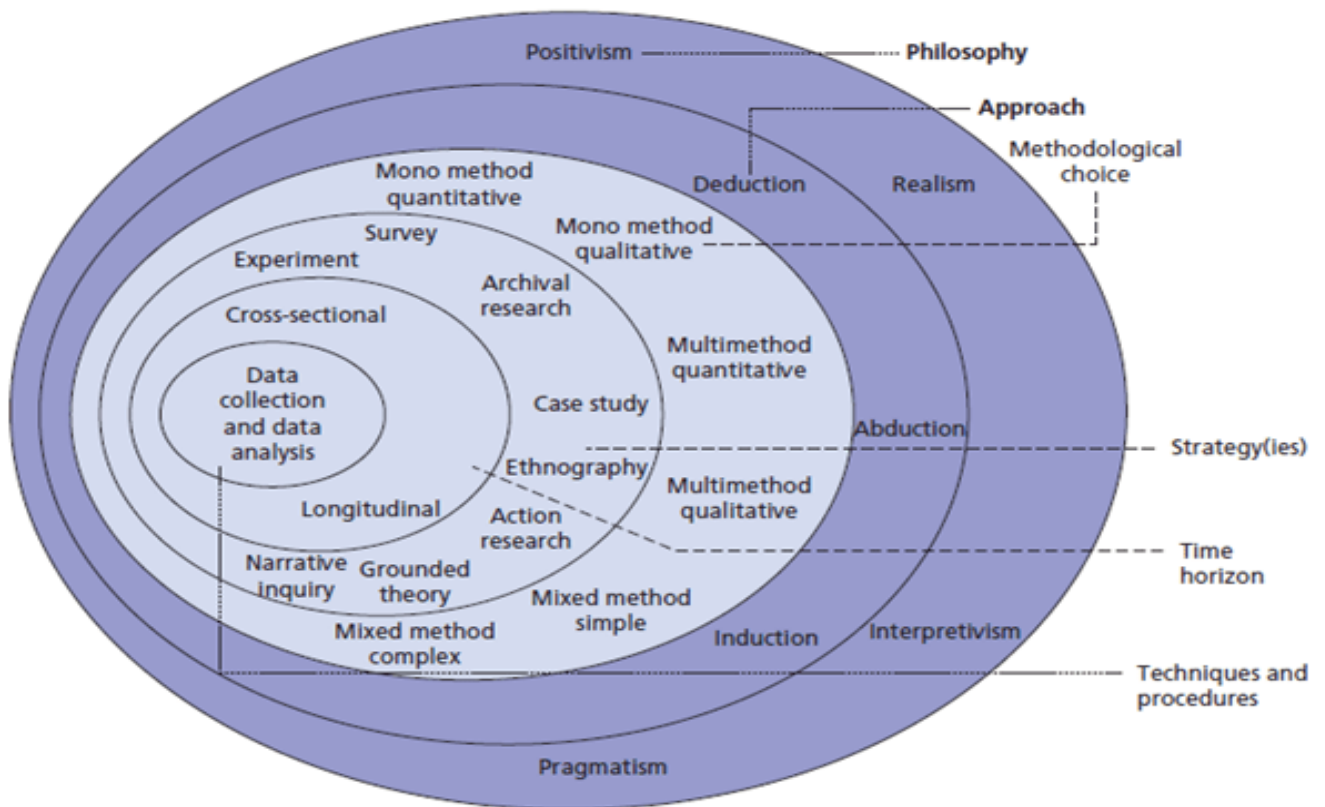


Figure 10- Research Onion

This figure shows the research onion which consists of six main layers, approaches, methods, strategies, time horizon and techniques used through the whole project.

3.1 Research Philosophy

The notion that there are several perspectives on the world and the processes that work within it is a component of philosophy.

Philosophy is engaged with how the universe works and, as an academic discipline, is mainly concerned with reality, knowledge, and existence.

Research Philosophy demonstrates how knowledge concerning a certain situation should be gathered, analyzed, and applied.

It is the use of the scientific approach to discover the truth about a certain business phenomenon, based on the purpose and aim of the study, there are five primary philosophies that may be used in any research.

- Interpretivism/ interpretivist philosophy
- Realism philosophy
- Positivism, philosophy
- Interpretivism philosophy: concepts are relevant only if they facilitate action Pragmatics "acknowledges that there are many diverse ways of understanding the world and doing research, that no single point of view can ever provide the complete picture, and that there may be many realities."
- Realism philosophy: is based on the concept of reality's independence from the human mind. This philosophy is founded on the idea of a scientific approach to knowledge development. There are two types of realism: direct and critic.
- Positivism, philosophy: as a philosophy, holds that only "factual" information obtained via observation (the senses), including measurement, is reliable. The researcher's

involvement in positivist studies is restricted to data gathering and objective interpretation. The study outcomes in these sorts of investigations are typically apparent and measurable. Positivism is based on measurable observations that result in statistical analysis. It has been stated that "as a philosophy, positivism is consistent with the empiricist notion that knowledge is derived from human experience."

- Interpretivism/ interpretivist philosophy: interpretivism, also known as interpretivist, entails researchers interpreting parts of a study; therefore, interpretivism incorporates human interest into a study. As a result, "interpretive scholars think that access to reality (given or socially created) is only possible through social constructs like language, awareness, shared meanings, and instruments."
- Through this project, the positivism approach that relies on quantitative data collection method is going to be applied.

3.2 Research Approach:

Three main approaches can be used in any research. we can summarize them as follow:

- Inductive approach
 - Deductive approach
 - Abductive approach
-
- Inductive approach:

Inductive reasoning takes a somewhat different logical approach, in which the clinician infers a general rule from a specific example and a conclusion.

Inductive reasoning proceeds from observation to pattern to tentative hypothesis ending with the theory.

- Deductive approach:

Deductive reasoning follows a logical route that begins with premises and ends with a conformation. To obtain a conclusion via deductive reasoning, we apply a general rule to a specific situation. Deductive reasoning proceeds from "theory" to "hypothesis" to "observation." to confirmation.

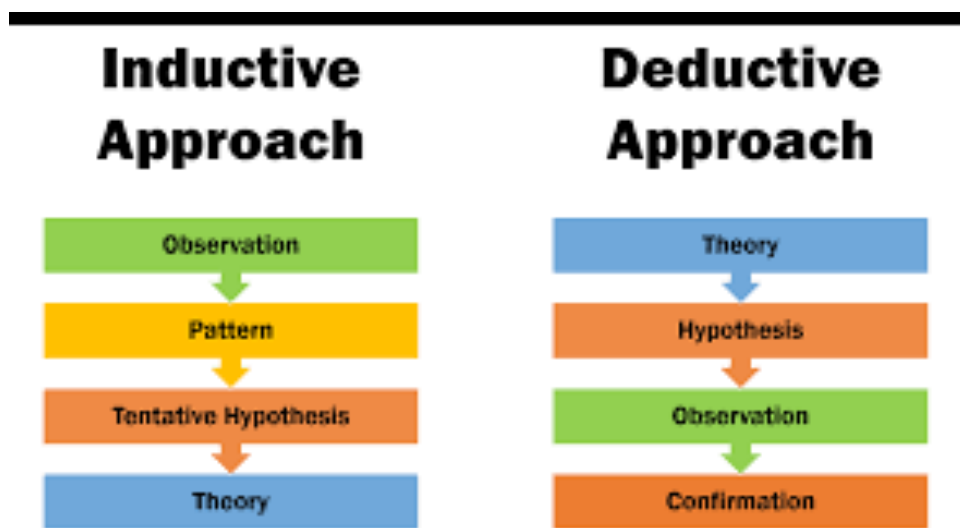


Figure: 11 Inductive and deductive approaches

- Abductive approach:

Entails making an informed estimate about which rule to employ and then suggesting a conclusion based on that rule that may explain the observed instance.

It is an approach in which we develop a hypothesis based on a theory and then tests it using a research strategy.

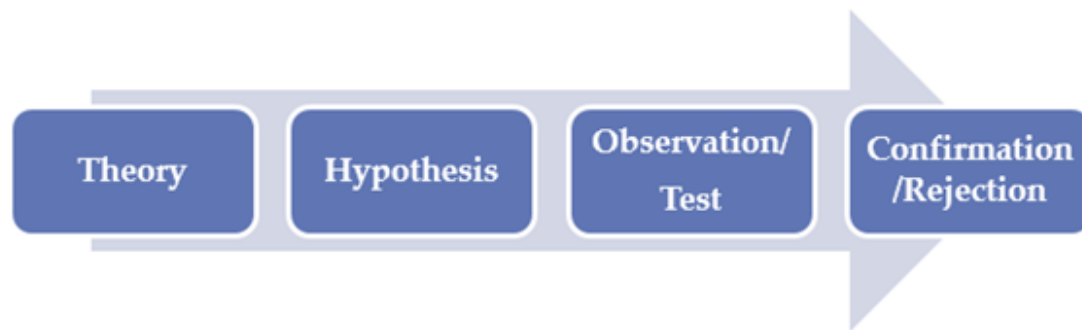


Figure 12 Inductive approach

In this project, the deductive approach using quantitative analysis is going to be applied.

3.3 Research Strategy (Data Collection Method)

Data can tell us a story about these relationships, and this information can help organizations make informed decisions. Today, companies and organizations are connected to their clients, customers, users, employees, vendors, and sometimes even their competitors.

The right data collection method can make the difference between useful insights and time-wasting misdirection. Although data can be valuable, too much information is unwieldy, and the wrong data is useless.

Collecting data can be accomplished through numerous methods. There are some of them that can be used for quantitative research (when dealing with measurable factors expressed in numbers, etc.

They are compared in terms of graphs or statistics) and others for qualitative (in the presence of non-measurable factors, they are expressed in terms of hypotheses).

Quantitative methods are used when a researcher wants to verify a hypothesis. Numbers, graphs, and statistics provide support for the understudied case. Analyzing the collected data in this manner ensures accuracy. Creswell (1994) suggested that qualitative research can be used to recognize a phenomenon and to explore ideas and hypotheses. The data are classified as words.

The following methods can be used to collect data:

- Experiment: a method for testing a hypothesis. Analyses based on quantitative data are commonly performed with it.
- A survey consists of a list of questions that are used to gather information on a particular topic. Analyses both quantitatively and qualitatively rely on it.
- Case study: refers to a detailed description of a particular case. It is used in qualitative analysis.
- Archival research consists of gathering data from archives. Quantitative as well as qualitative analysis can be conducted with this method.
- Ethnography is related to collecting information about the culture of an individual or group of individuals. A qualitative or quantitative approach may be used.
- Action research is qualitative, quantitative, and/or mixed.
- A grounded theory is both quantitative and qualitative.
- Narrative inquiry: used in both qualitative and quantitative research.
- This study uses a survey design to collect data via a questionnaire.

Data Collection

To test the hypothesis about the relationship between work conditions among COVID-19 and employees' performance, a questionnaire was used to collect data. In order to analyze the results obtained from the questionnaire, SPSS software is used. Questionnaire questions are simple and don't require much time to answer. The questions are divided into demographic questions that are used to identify the gender, age, and educational level, employment status of the participant, while the others are structural questions about the procedures taken that

might affect the employees' performance and how the change due to COVID-19 affected on their working conditions and on their private life and work satisfaction etc.

3.4 Research Methodological Choice:

The choice of a methodology is determined by the type of project and the nature of the data that will be collected. For instance, if the researcher is working on a hypothesis and wants to confirm its validity, then quantitative data collection is the appropriate method.

As a result, s/he can translate this information into graphs and statistics that give more accurate facts. However, if s/he is exploring a specific phenomenon or hypothesis that needs to be analyzed, then s/he should start by collecting data qualitatively.

Researchers can collect data through interviews by asking open-ended questions. There is also a mixed method, which is a combination of qualitative and quantitative methods. It is used when studying a specific phenomenon and conducting interviews with the participants where in using a questionnaire, data is collected and a hypothesis is tested.

As part of this research, a questionnaire is being sent to employees of HOLDAL group), a retail company in Beirut. The questionnaire will be conducted by email, and then the employees will respond to the question.

Three different methods of data collection are used, each of which contains its own methodological choices.

In quantitative analysis, data is translated into graphs and statistics. It consists of:

Mono method quantitative: it refers to the use of only one technique to collect data. We only use quantitative analysis with this method.

Multi-method quantitative: it involves collecting data with more than one approach. We can use both qualitative and quantitative data collection.

Qualitative analysis: a way of collecting data via words. It is divided into:

A mono method is one where only one method is used to collect data. Mono qualitative analysis relies on only qualitative data.

Qualitative Multi-method: involves a variety of data collection methods. Data collection can be qualitative or quantitative.

Mixed method: is used to collect data both quantitatively and qualitatively. It is divided into:

- The mixed method is simple.
- Mixed method complexes.

Goals	To understand and interpret a phenomenon in rich detail	To test hypotheses, determine cause and effect, make predictions
Sampling	Small, typically not randomly selected	Larger and randomly selected
Variables	Holistic rather than isolated variables	Specific, individual variables
Analysis	Search for patterns and themes	Identify statistical outcomes
Generalizing	Less generalizable	More generalizable
Theory	Build theory as data is collected	Consider theory before collecting data

Table:3 this table outlines some of the key differences between qualitative and quantitative work

- The table above illustrates the significant differences between qualitative and Quantitative methods. Rather than arising from actual data, these differences were caused by procedures and assumptions. Regardless of how data are collected, they can always be described quantitatively.

3.5 Time horizon:

Approaches, strategies, methods, and time horizons are all interconnected. Clarifying a project's timeline is vital. Time horizons fall into two categories:

- Cross-sectional
 - Longitudinal.
-
- Cross-sectional studies are characterized by the fact that they can compare different groups of people at a single point in time. Consider it as capturing a moment in time. Any findings that fit within the framework are considered. Cross-sectional research has the advantage of allowing researchers to compare several variables all at once.
 - Longitudinal time frames, data are collected more than once due to the change in the phenomenon over time. Researchers conduct longitudinal studies by observing the same subjects repeatedly over time, sometimes for many years at a time.
 - Researcher can detect either group-level or individual-level changes in the characteristics of the study sample by utilizing longitudinal studies. Essentially, longitudinal studies span long periods of time rather than just one point in time. Consequently, they can establish time sequences.
 - And since we are obtaining the information and data will be collected in a short time cross-sectional timeframe will be used in this project.

3.6 Techniques and/or Procedures for Data Analysis

The methods and approaches used in data collection determine the techniques and procedures that will be used in data analysis. When applying quantitative methods, SPSS is the best tool to analyze and interpret the results. Statistical Package for the Social Science (SPSS), software used to analyze survey data. It offers statistical analysis of a specific phenomenon.

If qualitative methods or mixed methods are used, NVIVO is the best tool for analyzing the results, software designed for analyzing qualitative data, such as interviews and open-ended surveys. The NVIVO system is developed by QSR International to assist researchers in developing and analyzing qualitative collected data.

It is important to collect data from employees regarding their points of view toward the discussed topic so that data can be collected to test the hypothesis about the relationship between COVID-19 and employees' performance. Thus, a quantitative method has been selected for collecting data, i.e. a questionnaire. SPSS will be used to analyze the collected data once it has been collected.

CHAPTER 4: FINDINGS AND ANALYSIS

4. Introduction

The methodological choices for the current section were determined in the previous chapter. Data analysis and the relationship between the independent and dependent variables will be discussed in this part. Using the SPSS program, the survey results of 100 employees of HOLDAL Group were analyzed. During the analysis, the mentioned hypothesis is tested in order to decide whether it should be accepted or rejected.

4.1. Findings (Descriptive Statistics)

Frequencies

a) Overview of demographic characteristics:

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	42.0	42.0	42.0
	Female	58	58.0	58.0	100.0
	Total	100	100.0	100.0	

Table 4: Gender Demographic Characteristics

The participants who respond to the questionnaire are 100 employees. 42 out of them are males and 58 are females.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18_24	15	15.0	15.0	15.0
	25_30	50	50.0	50.0	65.0
	31-40	20	20.0	20.0	85.0
	41_49	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Table 5: Age Demographic Characteristics

The table above shows that 15 out of 100 employees are between 18 and 24 while 50 out of 100 employees are between 25 and 30 years, 20 are between 31 and 40 years, and 15 are between 41 and 49 years.

		Educational level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school	3	3.0	3.0	3.0
	Bachelor degree	43	43.0	43.0	46.0
	Master's degree	51	51.0	51.0	97.0
	Doctoral degree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Table 6: Educational level Demographic Characteristics

This table shows that 3 out of 100 are high school graduates while 43 are graduates with bachelor degree, 51 of the participants are graduates with master's degree and 3 are graduates with doctoral degree.

		Employment status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part time	13	13.0	13.0	13.0
	Full time	87	87.0	87.0	100.0
	Total	100	100.0	100.0	

Table 7: Employment status Demographic Characteristics

This table shows that the majority work as full time employees where 87 out of 100 are full time employees and 13 are part time employees.

		Living situation			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Alone	13	13.0	13.0	13.0
	Family	77	77.0	77.0	90.0
	Partner	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Table 8: Living Situation Demographic Characteristics

According to this table, 77 out of 100 employees live with their family while 13 of them live alone and 10 employees live with a partner.

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Did your company apply precautionary methods against the crisis	100	0	4	3.01	.980	
COVID-19 pandemic increased your company's productivity	100	0	4	2.19	1.032	
How did remote working affect your performance?	100	0	4	1.50	1.020	
Job satisfaction during working remotely	100	0	4	1.36	1.059	
Do you believe that the procedures taken by your company helped in improving your performance?	100	0	4	2.57	.891	
Working remotely affected your private life	100	0	3	1.42	.781	
Immediate adaption to new work conditions	100	0	4	2.51	.948	
After experiencing remote working, you prefer	100	0	2	1.16	.873	
Change to contract	100	0	2	.86	.551	
Change in salary	100	0	2	.95	.609	
Home office experience before the crisis	100	0	2	.75	.821	
Working time	100	0	2	.66	.768	
Caring duties	100	0	2	.68	.618	
Leisure time	100	0	2	1.05	.672	
Valid N (listwise)	100					

Table 9: Descriptive Characteristics

Frequencies

Statistics

		Did your company apply precautionary methods against the crisis	COVID-19 pandemic increased your company's productivity	How did remote working affect your performance?	Job satisfaction during working remotely	Do you believe that the procedures taken by your company helped in improving your performance?	Caring duties	Leisure time
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		3.01	2.19	1.50	1.36	2.57	.68	1.05
Std. Deviation		.980	1.032	1.020	1.059	.891	.618	.672
Variance		.959	1.065	1.040	1.122	.793	.381	.452
Range		4	4	4	4	4	2	2
Sum		301	219	150	136	257	68	105

Statistics

		Working remotely affected your private life	Immediate adaption to new work conditions	After experiencing remote working, you prefer	Living situation	Change to contract	Change in salary	Working time
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		1.42	2.51	1.16	.97	.86	.95	.66
Std. Deviation		.781	.948	.873	.481	.551	.609	.768
Variance		.610	.899	.762	.231	.303	.371	.590
Range		3	4	2	2	2	2	2
Sum		142	251	116	97	86	95	66

Did your company apply precautionary methods against the crisis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely no	3	3.0	3.0	3.0
	No	6	6.0	6.0	9.0
	Neutral	11	11.0	11.0	20.0
	Yes	47	47.0	47.0	67.0
	Extremely yes	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

Table 10: Frequency results of precautionary methods

Companies develop precautionary methods to protect their employees from becoming infected with the virus. The study found that, 33 employees agree that the company extremely develop some methods. 47 employees agree that methods were set, and 11 employees state that the company’s action was neutral, 3 employees disagree that the company extremely develop some methods and 6 disagree that methods were set. It means that the company's top priority is to ensure its employees' safety by applying safety methods but some employees in different domains are not equally protected or some find the methods aren’t enough to protect them.

COVID-19 pandemic increased your company's productivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely no	6	6.0	6.0	6.0
	No	19	19.0	19.0	25.0
	Neutral	33	33.0	33.0	58.0
	Yes	34	34.0	34.0	92.0
	Extremely yes	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Table 11: Frequency results of company's productivity

Due to the respondents, 42 employees believe that the company’s productivity has increased during COVID-19 pandemic. 33 responders state that the company’s productivity was stable and didn’t change, and 25 employees rejected the possibility of any increase of the company’s productivity amid the pandemic. This means that the majority believes that the company’s productivity increased yet didn’t and the minority thinks that the productivity was negatively affected.

How did remote working affect your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely positive	11	11.0	11.0	11.0
	Positive	49	49.0	49.0	60.0
	Neutral	26	26.0	26.0	86.0
	Negative	7	7.0	7.0	93.0
	Extremely negative	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Table 12: Frequency results of employees' performance.

After transitioning to remote working, 14 employees decided that their performance was negatively impacted due to working remotely. According to 26 employees, remote working has no effect on their performance. Due to remote working, 60 employees' performance is positively impacted. This indicates that employee's performance during working remotely had positive impact.

Immediate adaption to new work conditions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely no	1	1.0	1.0	1.0
	No	17	17.0	17.0	18.0
	Neutral	24	24.0	24.0	42.0
	Yes	46	46.0	46.0	88.0
	Extremely yes	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Table 13: Frequency results of Job Satisfaction

According to the above table 58 out of 100 employees had an immediate adaptation to new work conditions while 18 couldn't adapt immediately and 24 were neutral.

Job satisfaction during working remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	17	17.0	17.0	17.0
	Satisfied	50	50.0	50.0	67.0
	Neutral	20	20.0	20.0	87.0
	Dissatisfied	6	6.0	6.0	93.0
	Very dissatisfied	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Table 14: Frequency results of Job Satisfaction

The above table shows that 67 out of 100 of the employees were satisfied during working remotely while 20 employees felt no change, and 13 out of 100 were dissatisfied in their job during working remotely. This implies that job satisfaction during working remotely increased and employees enjoyed working from home during the crisis.

Do you believe that the procedures taken by your company helped in improving your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely no	2	2.0	2.0	2.0
	No	13	13.0	13.0	15.0
	Neutral	19	19.0	19.0	34.0
	Yes	58	58.0	58.0	92.0
	Extremely yes	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Table 15: Frequency results of procedures taken by the company

Due to the participants, the performance of 66 employees is improved due to the procedures taken by the company; while the performance of 19 employees is still stable unchanged, However 15 employees deny the effect of the company’s procedures on improving their performance.

Working remotely affected your private life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely positive	9	9.0	9.0	9.0
	Positive	49	49.0	49.0	58.0
	Negative	33	33.0	33.0	91.0
	Extremely negative	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Table 16: Frequency results of employee’s private life.

This table shows that 42 employees agree that working remotely affected negatively their private life, while 58 employees believe the opposite where working remotely positively affected their private lives.

After experiencing remote working, you prefer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Working from office	31	31.0	31.0	31.0
	Working from home	22	22.0	22.0	53.0
	i have no problem with both	47	47.0	47.0	100.0
	Total	100	100.0	100.0	

Table 17: Frequency results of best place to work from.

According to the above table after experiencing remote working, 31 out of 100 employees prefer to work from office, while 22 of the employees chose working from home, while the majority 47 agreed on having no problem with both they can work either from home or from office.

Change to contract

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positive change	23	23.0	23.0	23.0
	No change	68	68.0	68.0	91.0
	Negative change	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Table 18: Frequency results of change to contract

The above table shows that 23 out of 100 had a positive change to their contracts due to working remotely during COVID-19 pandemic, while 68 employees admitted that no change occurred to their contracts while 9 employees agreed that a negative change in their contracts occurred.

Change in salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	21	21.0	21.0	21.0
	Unchanged	63	63.0	63.0	84.0
	Decreased	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Table 19: Frequency results of change in salary

Amid COVID-19, companies' faces many challenges and changes. So, some of them take actions such as reducing the salary of employees. This table shows that 21 employees

increased their wages. Salary of 63 employees unchanged, While 16 employed suffered a decrease in their salaries.

Home office experience before the crisis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	49	49.0	49.0	49.0
	Experienced	27	27.0	27.0	76.0
	New	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

Table 20: Frequency results of home office experience.

This table shows employees' experience in working from home before the crisis, Where 49 out of 100 submitted that they never worked from home before COVID-19 pandemic (no experience), while 27 had experience and 24 are newly working from home with a little experience.

Working time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	increased	52	52.0	52.0	52.0
	unchanged	30	30.0	30.0	82.0
	decreased	18	18.0	18.0	100.0
	Total	100	100.0	100.0	

Table 21: Frequency results of working time

Since many changes occurred and that's due to the change in working conditions, did working time increased?, According to the above results 52 out of 100 working time increased while working from home where 30 employees had no change in working time, and 18 employees agreed on a decrease on their working time while working from home. this indicates that the majority had an increase in their working time at home more than that they had at office.

		Caring duties			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	40	40.0	40.0	40.0
	Unchanged	52	52.0	52.0	92.0
	Decreased	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Table 22: Frequency results of caring duties

According to the participants, duties cared by the employees during working remotely increased for 40 out of 100 employees, while the duties of 52 employees is still the same. 8 employees said that their caring duties decreased, this indicates that the majority didn't witness any change in their caring duties.

		Leisure time			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	20	20.0	20.0	20.0
	unchanged	55	55.0	55.0	75.0
	decreased	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Table 23: Frequency results of Leisure time

According to the respondents, 55 employees believe that their leisure time remained the same during working remotely. 20 responders state that their leisure time increased while WFH, and 25 employees submit that their leisure time decreased. This means that the majority believe that their leisure time while WFH didn't change.

Pie Chart

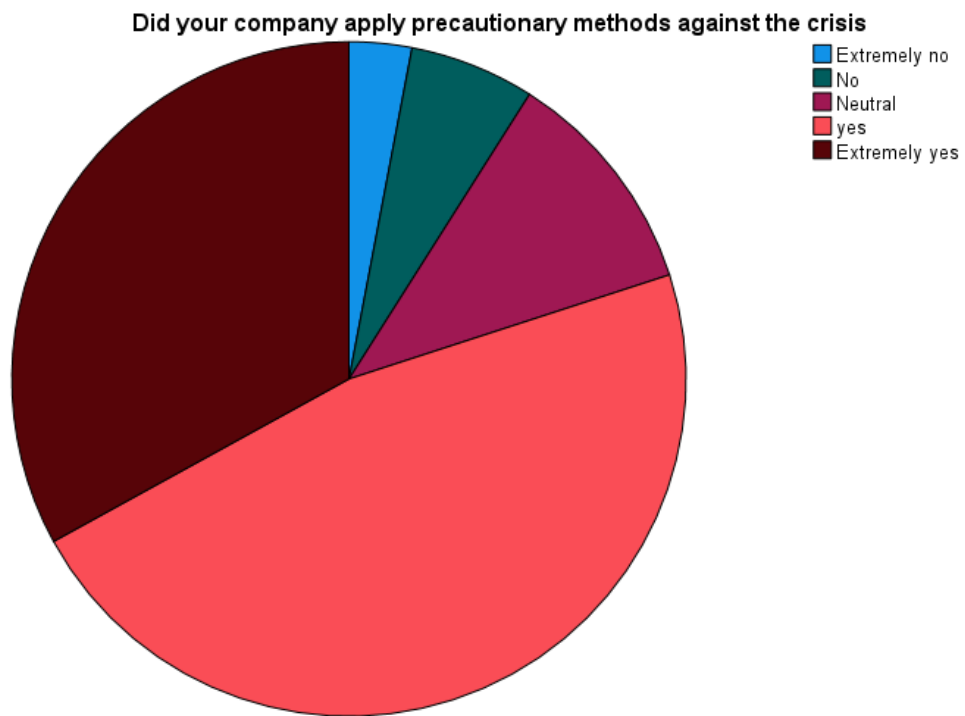


Figure 13: Pie Chart results of precautionary methods

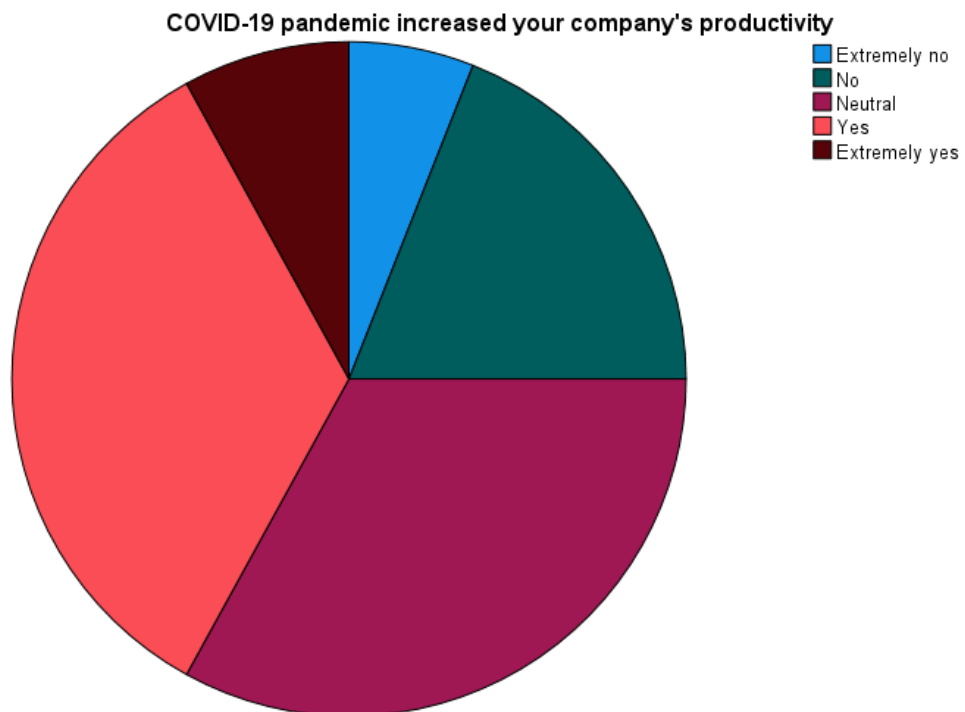


Figure 14: Pie Chart results of company's productivity

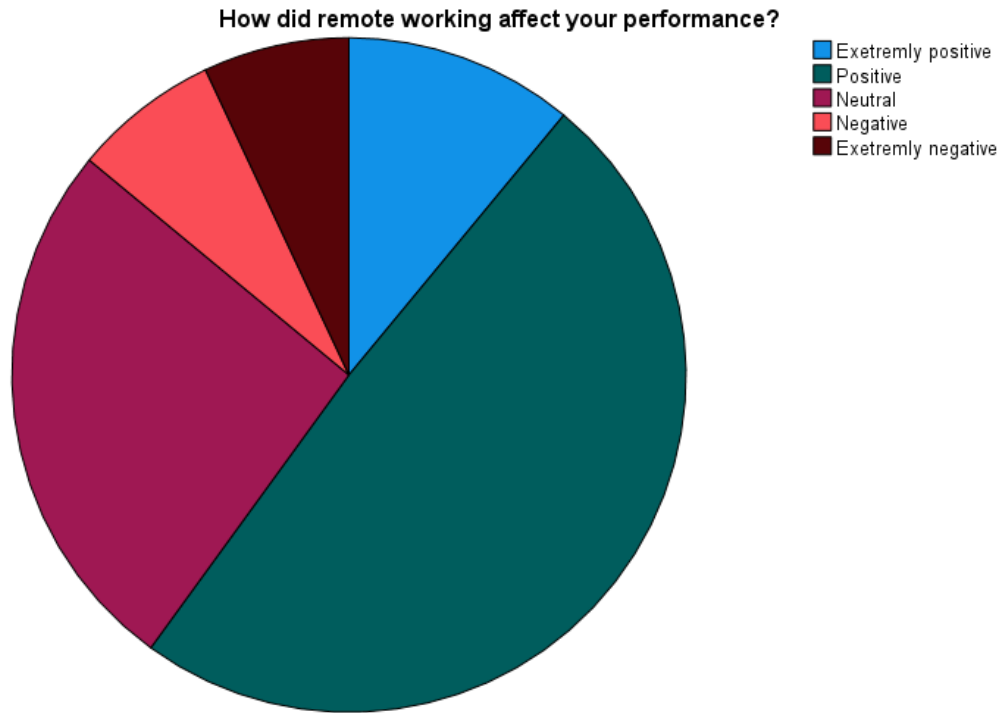


Figure 15: Pie Chart results of Employees performance

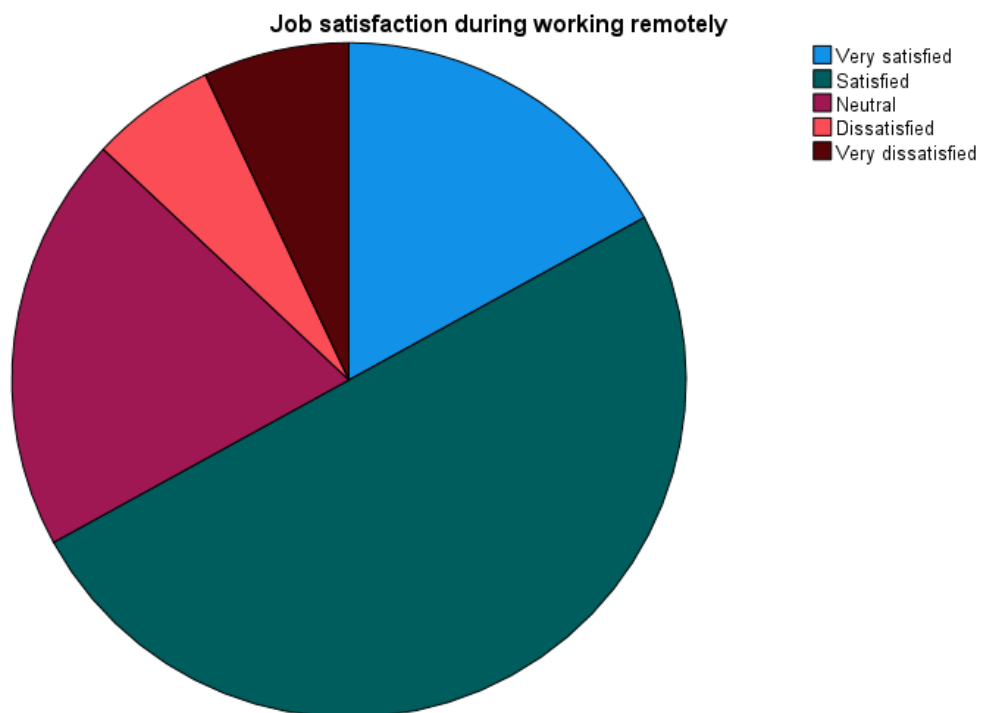


Figure 16: Pie Chart results of Job Satisfaction

Do you believe that the procedures taken by your company helped in improving your performance?

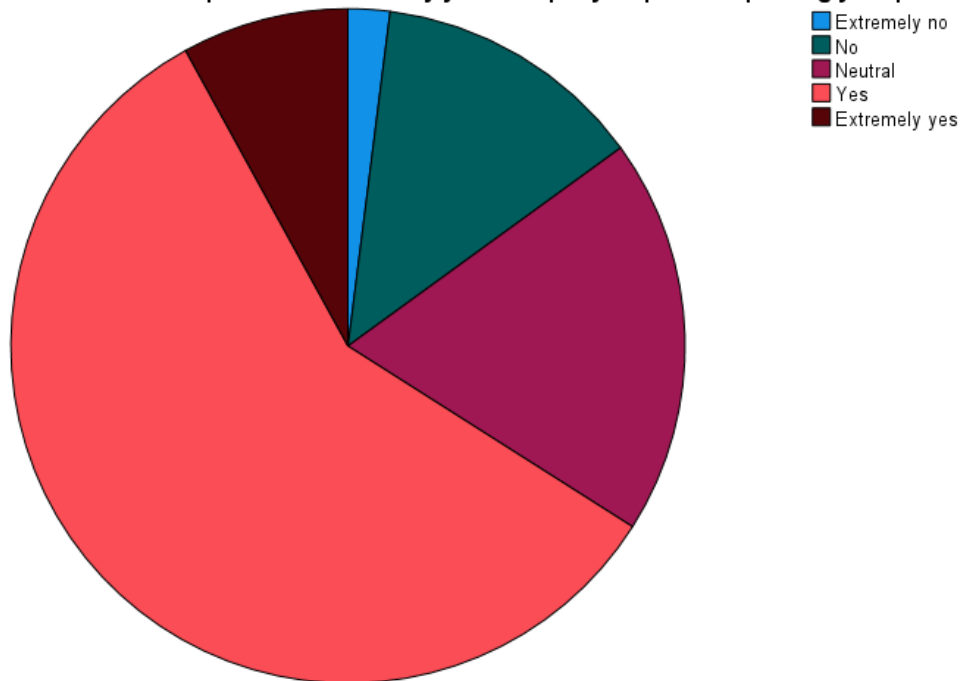


Figure 17: Pie Chart results of procedures taken by the company

Working remotely affected your private life

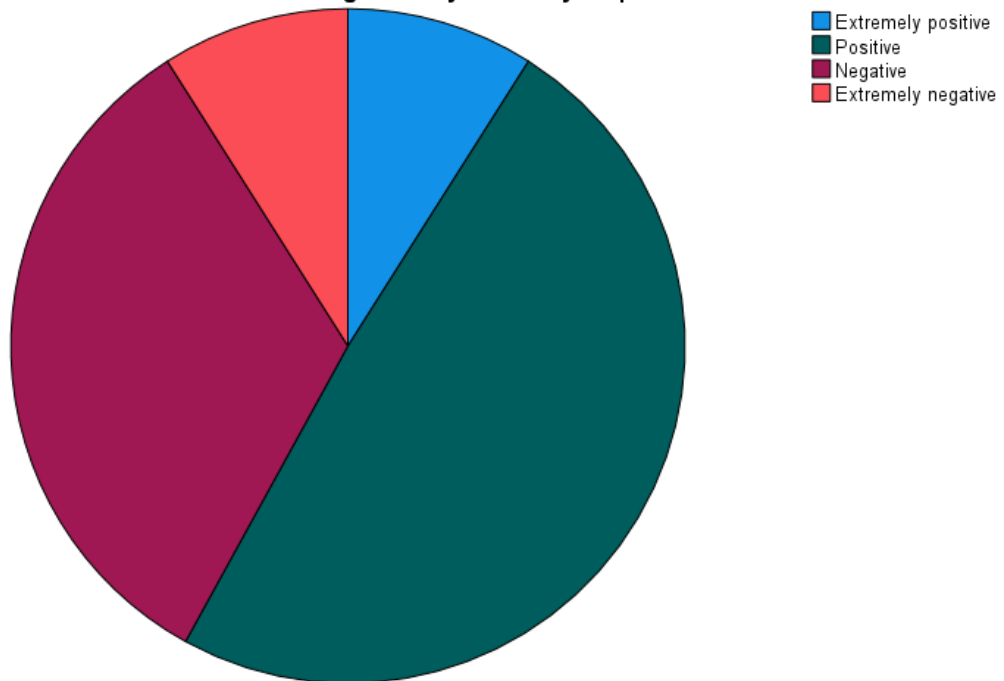


Figure 18: Pie Chart results of employee's private life.

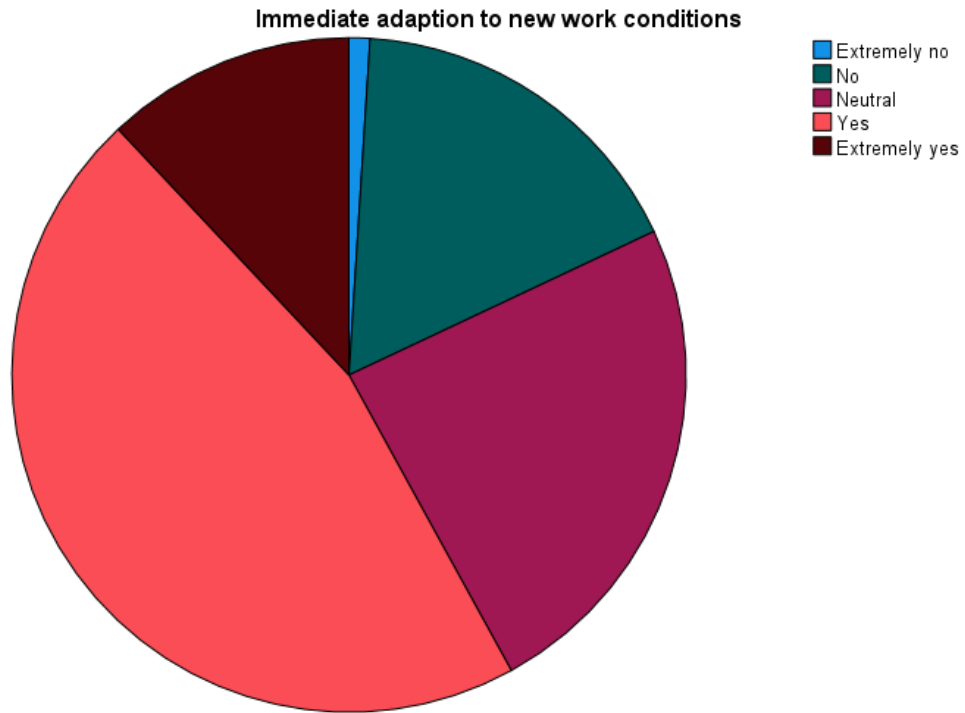


Figure 19: Pie Chart results of work conditions.

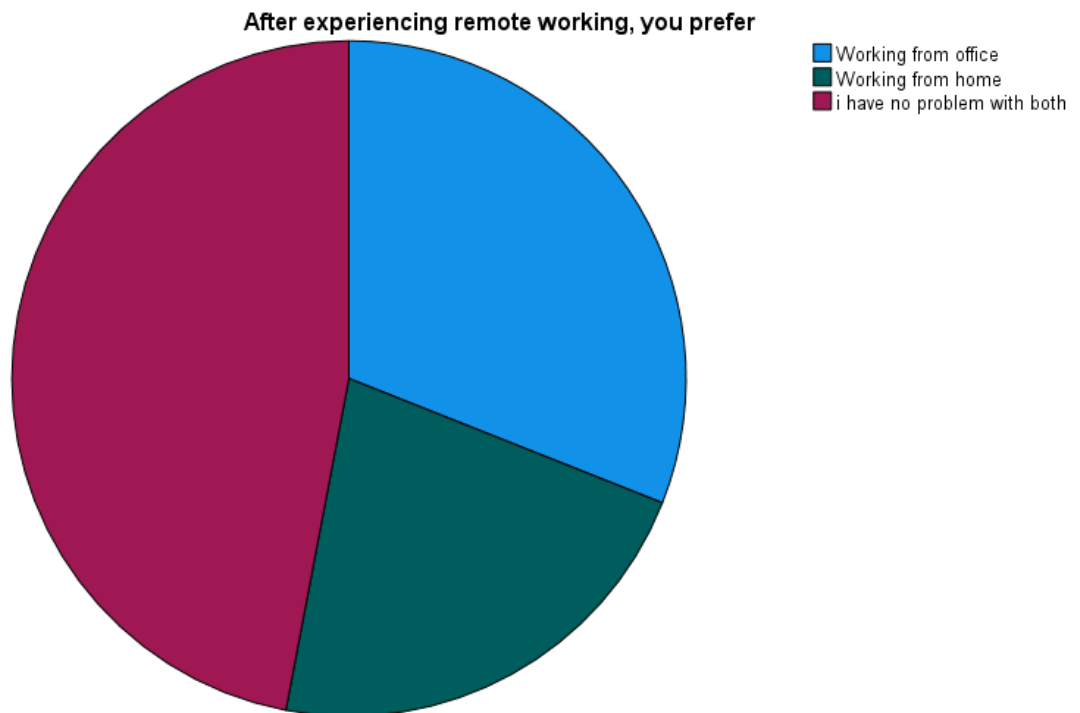


Figure 20: Pie Chart results of best place to work from.

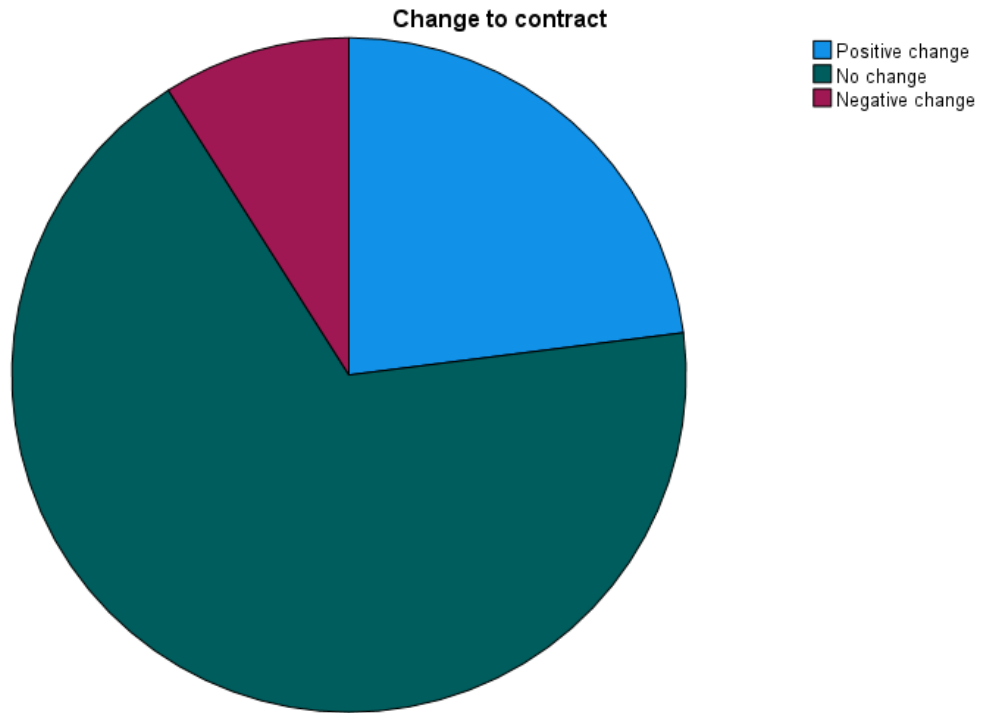


Figure 21: Pie Chart results of Change to contract.

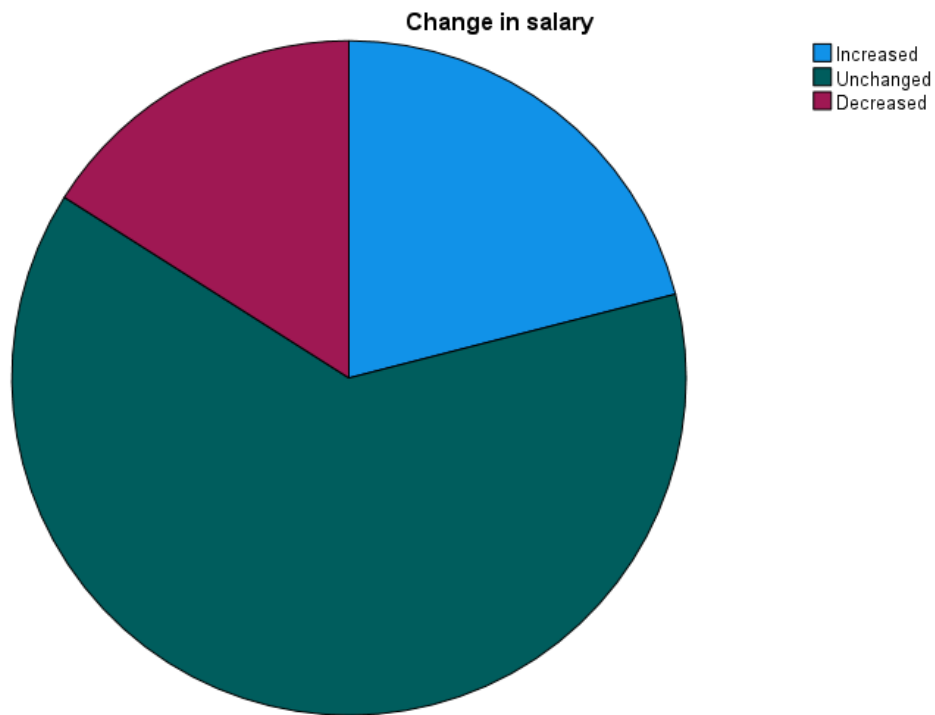


Figure 22: Pie Chart results of Change in Salary.

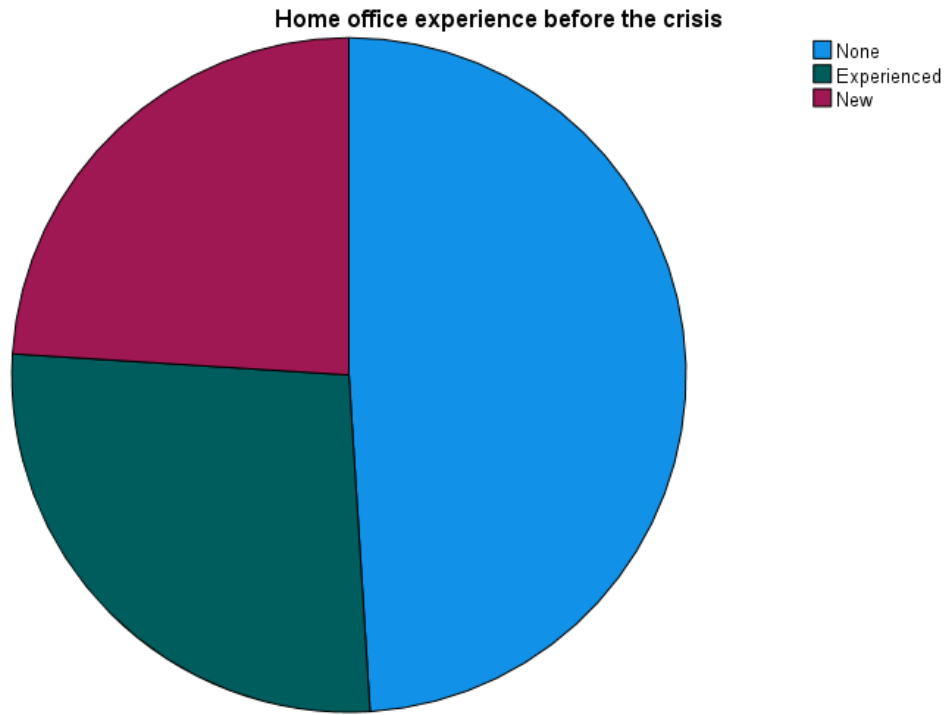


Figure 23: Pie Chart results of Home office experience.

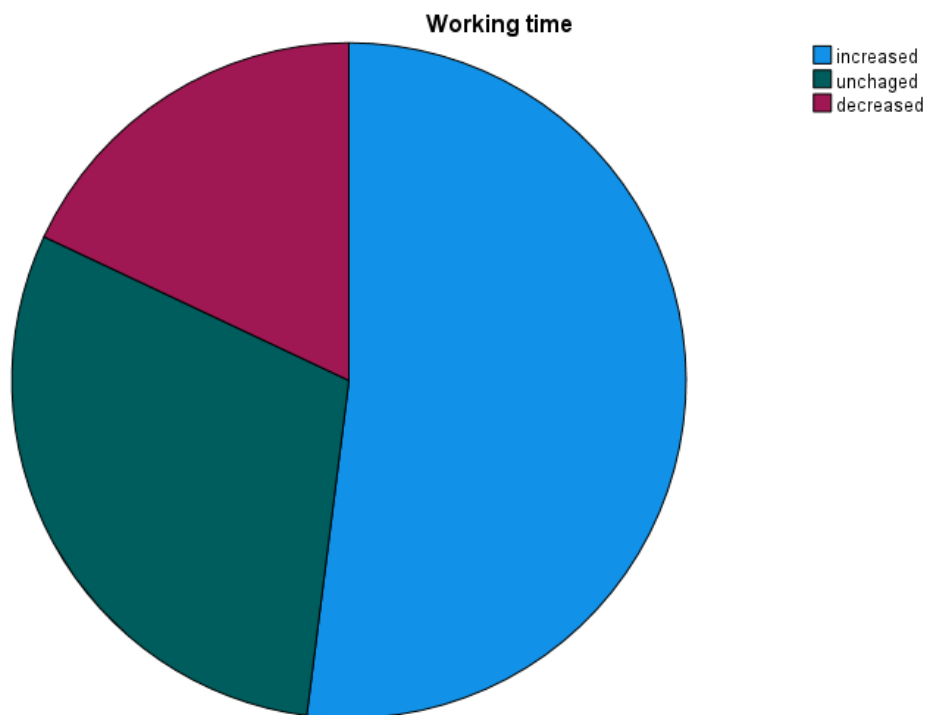


Figure 24: Pie Chart results of working time.

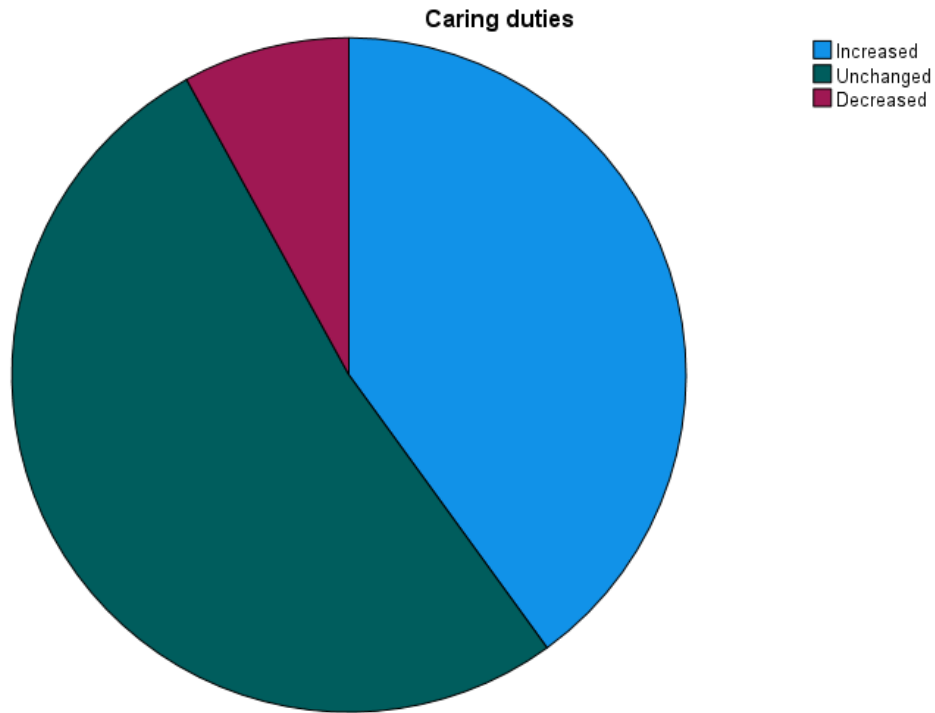


Figure 25: Pie Chart results of Caring duties.

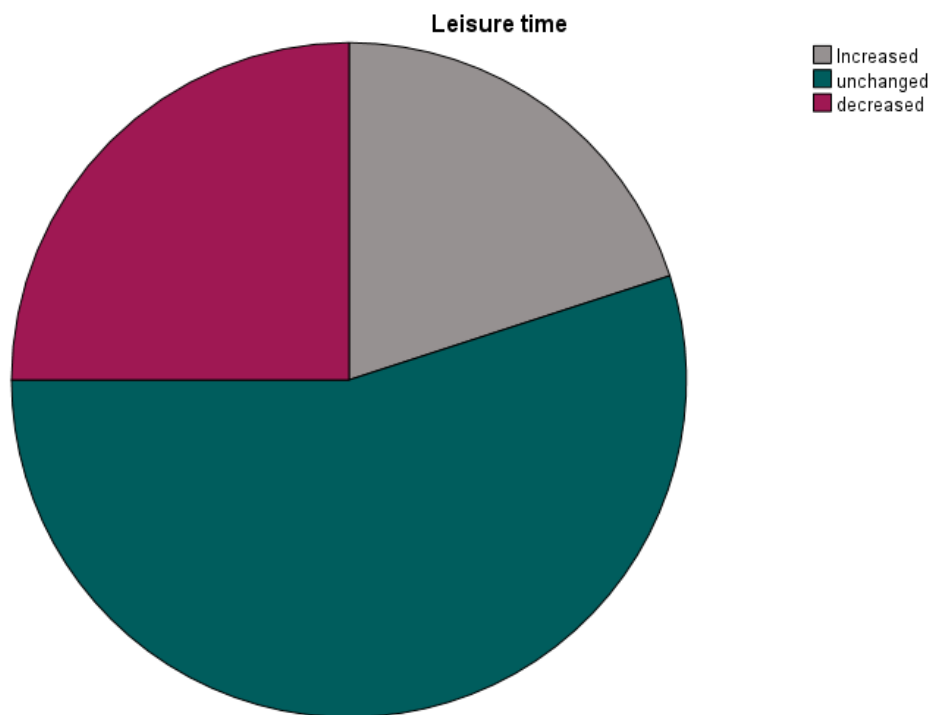


Figure 26: Pie Chart results of leisure time.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Did your company apply precautionary methods against the crisis	100	3.01	.980	.098
COVID-19 pandemic increased your company's productivity	100	2.19	1.032	.103
How did remote working affect your performance?	100	1.50	1.020	.102
Job satisfaction during working remotely	100	1.36	1.059	.106
Do you believe that the procedures taken by your company helped in improving your performance?	100	2.57	.891	.089
Working remotely affected your private life	100	1.42	.781	.078
Immediate adaption to new work conditions	100	2.51	.948	.095
After experiencing remote working, you prefer	100	1.16	.873	.087
Change to contract	100	.86	.551	.055
Change in salary	100	.95	.609	.061
Home office experience before the crisis	100	.75	.821	.082
Working time	100	.66	.768	.077
Caring duties	100	.68	.618	.062
Leisure time	100	1.05	.672	.067

Table24: T-Test Results

One-Sample Test

Test Value = 0

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
Did your company apply precautionary methods against the crisis	30.729	99	<.001	<.001	3.010	2.82	3.20
COVID-19 pandemic increased your company's productivity	21.226	99	<.001	<.001	2.190	1.99	2.39
How did remote working affect your performance?	14.706	99	<.001	<.001	1.500	1.30	1.70
Job satisfaction during working remotely	12.842	99	<.001	<.001	1.360	1.15	1.57
Do you believe that the procedures taken by your company helped in improving your performance?	28.859	99	<.001	<.001	2.570	2.39	2.75

Working remotely affected your private life	18.186	99	<.001	<.001	1.420	1.27	1.57
Immediate adaption to new work conditions	26.474	99	<.001	<.001	2.510	2.32	2.70
After experiencing remote working, you prefer	13.288	99	<.001	<.001	1.160	.99	1.33
Change to contract	15.612	99	<.001	<.001	.860	.75	.97
Change in salary	15.592	99	<.001	<.001	.950	.83	1.07
Home office experience before the crisis	9.134	99	<.001	<.001	.750	.59	.91
Working time	8.590	99	<.001	<.001	.660	.51	.81
Caring duties	11.011	99	<.001	<.001	.680	.56	.80
Leisure time	15.617	99	<.001	<.001	1.050	.92	1.18

Table 25: One Sample Test Result

Correlations

Descriptive Statistics

		Statistic	Bias	Std. Error	Bootstrap ^a BCa 95% Confidence Interval	
					Lower	Upper
How did remote working affect your performance?	N	100	0	0	.	.
	Mean	1.50	-.01	.09	1.29	1.67
	Std. Deviation	1.020	-.028	.071	.905	1.072
Change in salary	N	100	0	0	.	.
	Mean	.95	.00	.06	.82	1.06
	Std. Deviation	.609	-.009	.040	.541	.652
Valid N (listwise)	N	100	0	0	.	.

a. Unless otherwise noted, bootstrap results are based on 100 bootstrap samples

Table 26: Descriptive Statistics between Job Satisfaction and Employees' Performance.

		How did remote working affect your performance?	Immediate adaption to new work conditions		
How did remote working affect your performance?	Pearson Correlation	1	-.413**		
	Sig. (2-tailed)		<.001		
	N	100	100		
	Bootstrap ^c	Bias	0	.000	
		Std. Error	0	.104	
		BCa 95% Confidence Interval	Lower	.	-.584
			Upper	.	-.197

Immediate adaption to new work conditions	Pearson Correlation		-0.413**	1	
	Sig. (2-tailed)		<.001		
	N		100	100	
	Bootstrap ^c	Bias		.000	0
		Std. Error		.104	0
		BCa 95% Confidence Interval	Lower	-.584	.
		Upper	-.197	.	

** Correlation is significant at the 0.01 level (2-tailed).

c. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Table 27: Correlation between Job Satisfaction and Employees' Performance.

A significant correlation between employees' performance while working remotely and their job satisfaction can be seen in this table, Depending on the working conditions. Employee satisfaction increased when the company applied working from home precautionary methods to its employees due COVID-19 crisis. In addition, they had no problem with working from home anymore. They believe that with working from home or office they are able to continue work or put more effort in order to reach the targeted goals. This has a positive effect on the employees' performance. The employees will be motivated when their work environment is safe, their performance will improve, which will ultimately help the company.

4.2 Analysis

The questionnaire was filled out by 100 employees, 42 of whom were males and 58 were females, there are 87 full-time employees and 13 part-time employees out of 100. The majority is from the new generation and most of them have a master's degree and lives with their family. To prevent employees from becoming infected with the virus, precautionary measures are taken to prevent any negative effect on its employee's performance, the more employees feel safe and secure at work, the more effective they are, and this may positively affect their work performance. Employees of the company approve that the company takes various steps to protect them and their customers from the pandemic including relocating the workplace and allowing employees to work from home.

The majority of the employees showed a positive impact on their performance and personal life due to working remotely during the Coronavirus pandemic. In 60 respondents, working remotely had positively affected their performance, 67 participants were 100% satisfied with their job while working remotely, 66 participants viewed the procedures taken by the company as helping to improve their performance, while 58 respondents saw working remotely as positively affecting their private lives. According to most employees, there have been no changes to their salary, leisure time, care duties, and contracts. While the only factor that changed was working time, where 52 of the participants experienced an increase in work hours due to working remotely

In the same manner as all other companies, HOLDAL Group uses remote working to keep its performance high and stay on the safe side. The majority of the employees agrees that the company's productivity has increased during COVID-19 pandemic and took the advantage to develop its business.

4.3 Summary of Findings and Analysis:

- The results of the analysis are as follows:
- Most of the respondents are men.
- Most employees work full-time.
- The majority of the employees lives with their families and is from the new generation.
- Half of them have master's degrees.
- During the Coronavirus pandemic, the majority of employees reported positive impacts on their performance and personal lives.
- The majority of employees had no changes to their salaries, leisure time, care duties, and contracts.
- Majority of employees were satisfied during working from home believe that the procedures taken by your company helped in improving your performance.

- The company takes preventative methods to prevent its workforce from being infected by the virus.
- During the pandemic, all employees worked remotely.
- As a result of the Coronavirus pandemic, the productivity of the company increased.
- COVID-19 affects the working conditions of employees.
- Employees' performance is positively affected.
- As a result of working remotely, working hours increased.
- The majority of workers adapted immediately to new work conditions although they had no previous experience in working from home.

CHAPTER 5: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

5.1 Conclusion

A global crisis known as COVID-19 affects all levels and sectors equally and without any exclusion. Pandemics cause enormous health and life disasters. Following the administration of questionnaires to the employees, the results confirm that there is a correlation between the work environment within COVID-19, employees' performance, and company performance.

This relationship can have a positive and negative impact on performance. The study found positive effects of work conditions on employee performance at the HOLPAL group.

The governmental restrictions caused by COVID-19, such as the lockdown and travel restrictions, forced the company to make many decisions, including working remotely from home as a response to protect employee's lives. As a result, the employees' performance

levels increased, as does the company's where most of employees adapted immediately new working conditions although they had to carry more responsibilities but they made it through and were satisfied with working from home although they prefer to go back and work from office but they also had no problem with working from home, since many factors such as salaries, leisure time, cared duties all stayed the same.

A company's safety methods include change in the work places, working from home, change in working conditions, virtual meetings, and etc. Motivating employees to perform their duties in comfortable areas so that they don't become infected by the virus. In addition to ensuring the safety of customers, these processes help maintain the performance of the company. As well, the company sets up a plan for remote working to preserve office operations and prevent its employees from being affected by the pandemic. The company's procedures influence the performance of its employees in a positive way. While some work conditions motivate employees to perform well, others negatively affect them such as the increase in their working hours. Additionally, there is a connection between motivation and performance. By providing its employees with good working conditions, such as training, safety, work-life balance, and others, the company will increase its employees' motivation, which will result in greater performance and profits. Coronaviruses are observed as being managed and managed in order to maintain the company's performance. COVID-19 impacts the life and cycle of businesses, as this study shows.

As the firm develops other working conditions, and moves to remote working, it plays an important role in keeping the company's productivity at best levels despite all the changes. All of the above-mentioned procedures specify the aims and the objectives of the research and answers the question that is asked at the beginning of the project.

The given studies and reports about companies that develop specific strategies and plans to follow during a pandemic, along with the cooperation and unity of many departments within

the company, plays an important role in relieving the stress of the employees, suppliers, customers, and others. As shown in the questionnaire results, there is a significant yet positive relationship between work conditions, employees' performances, and companies' performance amid the COVID-19 pandemic. A ring is formed by these three approaches that illustrate how each affects the others.

5.2 Limitations

COVID-19 did not pose any difficulty to our efforts to distribute the questionnaires to our employees. The questionnaire was emailed, and the answers were scanned back to us so that we could use SPSS. The primary data collection went smoothly. Due to the newness of the pandemic, there was not enough information about the crisis and its effects on employee's performance from scholars to include in the literature review.

5.3 Recommendations

Empathetic and yet practical steps will boost remote work productivity and engagement.

Once the COVID-19 vaccines are widely available, employees will be able to work remotely. Many organizations have been working on remote-work experiences for months to keep employees productive and engaged, yet many still view remote work arrangements as temporary. The first organizations to experience large-scale remote working had little experience. Managers should be vigilant for signs of employee distress.

The main focus of scenario planning at most organizations is on ensuring the essential operational responses. Most of these plans do not address the ability or bandwidth of employees to focus on their work,

HR needed to offer managers specific guidance on how to ensure employees get the support they need to handle the emotional roller coaster of this crisis - and remain productive and

engaged. Those guidelines remain unchanged. Since the crisis has lasted for so long, it is even more crucial now.

Manager should pay attention to signs of distress in your employees, and employees should be equipped, manager should make sure they have the right technology. There may be people who find virtual communications uncomfortable and ineffective. In addition to that a manager has to engage his employees, employees' understanding of an organization's decisions and their implications is more important than employees "liking" a change initiative. Managers and peers can provide information and perspective to employees through two-way communication. In order to promote a realistic view of the positive and negative impacts of COVID-19 outbreaks, managers need to establish opportunities for two-way dialog and build trust, Focus on the perceived performance problems, once the crisis has passed, then you can utilize existing performance management methods. Managers must suspend their disbelief and put their total trust and confidence in their employees in order to succeed in the current environment. And reinforce company values, employees can feel appreciated if their employers make sure they look out for them long-term. For the past few years, many companies have worked hard to build values that reflect how much effort they put into their employees. Provide information on how to report misconduct, as well as punitive measures for noncompliance. A well-functioning work environment is crucial to psychological safety. However managers should clarify their objectives To increase employee engagement and clarity, emphasize objectives over processes. Seeing the impact of their work on company goals is one of the top engagement drivers. Focus on what employees should be doing rather than what they are doing in order to make them feel more productive. And finally managers should encourage innovation and creativity.

When uncertainty is high, businesses will naturally become more risk-averse. Employee engagement is even more critical during these times of innovation, risk-taking, and

uncertainty. Highlight how important it is that employees continue to scale their activities, and ensure that any risks they take are worth it. Provide opportunities to share successes and to fail safely.

REFERENCES

- Bartik, AW, Bertrand, M, Cullen, Z, Glaeser, EL, Luca, M & Stanton, C 2020, 'The Impact of COVID-19 on Small Business Outcomes and Expectations', Proceedings of the National Academy of Sciences.
- Browne, R (2018), 70% of people globally works remotely at least once a week.
- Business Research Methodology (2011), Research Philosophy.
- Caputo, A & Hyland, P (2020), Employee Concerns About COVID-19.
- Centers for Disease Control and Prevention (2021), Coping with stress, Centers for Disease Control and Prevention.
- Chanana, N & Sangeeta (2020), 'Employee engagement practices during COVID-19 lockdown', Journal of Public Affairs.
- Eliana, C, Thomas, F, Ugo, G, Matteo, M, Truman, P, Indhira, S & Michael, W(2020), 'Managing the Employment Impacts of the COVID-19 Crisis'.
- Glick, M & Carrasco-Labra, A (2019), 'Raison d'être for clinical reasoning', The Journal of the American Dental Association.
- Johnson, CS (2020), COVID-19's impact on work, workers, and the workplace of the future.
- Khoury(2020), Mental Health as a Priority for UN in Lebanon during COVID-19.
- McKinsey & Company (2020), Coronavirus' business impact: Evolving perspective.
- Panchal, N, Kamal, R, Orgera, K, Muñana, C & Chidambaram, P (2021), The implications of COVID-19 for mental health and substance use, The Henry J. Kaiser Family Foundation.
- PARKER, K, HOROWITZ, J & MINKIN, R (2020), How Coronavirus Has Changed the Way Americans Work, Pew Research Center's Social & Demographic Trends Project.
- Taneja, S, Mizen, P & Bloom, N (2021), Working from home is revolutionising the UK labour market.

Theorell, T(2020), ‘COVID-19 and Working Conditions in Health Care’, *Psychotherapy and Psychosomatics*.

Tušl, M, Brauchli, R, Kerksieck, P & Bauer, GF (2021), ‘Impact of the COVID-19 crisis on work and private life.

Vo-Thanh, T, Vu, T-V, Nguyen, NP, Nguyen, DV, Zaman, M & Chi, H(2020), ‘How does hotel employees’ satisfaction with the organization’s COVID-19 responses affect job insecurity and job performance?.

Vyas, L & Butakhieo, N(2020), ‘The Impact of Working from Home during COVID-19 on Work and Life Domains: an Exploratory Study on Hong Kong’.

Weber, T, Hurley, J & Adăscăliței, D (2021), COVID-19: Implications for employment and working life, Eurofound.

Wyman, O 2020, Employee Concerns About COVID-19.

APPENDICES

APPENDIX 1: QUESTIONNAIRES

Gender *

Female

Male

Age *

18-24

25-30

31-40

41-49

50-60

Educational level *

High school

Bachelor's degree

Master's degree

Doctoral degree

Employment status *

Full time

Part time

Did your company apply precautionary methods against the crisis *

Extremely no

No

Neutral

Yes

Extremely yes

COVID-19 pandemic increased your company's productivity *

Extremely no

No

Neutral

Yes

Extremely yes

How did remote working affect your performance? *

Extremely Positive

Positive

Neutral

Negative

Extremely negative

Job satisfaction during working remotely *

Very satisfied

Satisfied

Neutral

Dissatisfied

Very dissatisfied

Do you believe that the procedures taken by your company helped in improving your performance? *

Extremely no

No

Neutral

Yes

Extremely yes

Working remotely affected your private life *

Extremely positive

Positive

Negative

Extremely negative

Immediate adaption to new work conditions *

Extremely no

No

Neutral

Yes

Extremely yes

After experiencing remote working, you prefer *

Working from office

Working from home

I have no problem with both

Due to working remotely during COVID-19 pandemic my factors changed

How these factors were affected due to COVID-19 and working remotely?

Living situation *

Alone

Family

Partner

Change to contract *

Positive change

No change

Negative change

Change in salary *

Increased

Unchanged

Decreased

Home office experience before the crisis *

None

Experienced

New

Working time *

Increased

Unchanged

Decreased

Caring duties *

Increased

Unchanged

Decreased

Leisure time *

Increased

Unchanged

Decreased

APPENDIX 2: INTERVIEW FORMS

APPENDIX 3: