

# A Study on the Impact of Morale Crisis of Employees on the Productivity During Covid-19 Pandemic.

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## **Abstract**

Numerous nations have been obliterated as a result of the COVID-19 outbreak. A number of countries took action to put an end to the spread and protect their health systems. When pandemic directives defied usual practise, personnel who were essential to the operation confronted moral issues. The COVID-19 outbreak was devastating to businesses, and it is possible that many will never recover. Because of the financial losses and interruptions caused by the pandemic, many businesses may go out of business for good. Businesses are experimenting with "work from home" policies for offices and administration in an effort to circumvent the current situation. Companies are better able to weather the economic instability caused by COVID-19 as a result of disruptive technology and the ability to work from home. The effects of COVID-19 on both staff morale and productivity are investigated in this study. One hundred workers were interviewed for the purpose of determining how the pandemic has impacted their motivation and productivity. The questionnaire comprises five-point Likert-scale closed-ended questions. According to the research, COVID-19 had an effect on both the morale and productivity of the workers. The level of productivity has an impact on morale as well. In conclusion, the connection between COVID-19 and employee morale was tempered by the level of production. During the COVID-19 epidemic, the study provided HR managers with suggestions on how to enhance the mood of their workforce and increase productivity.

**Keyword:** productivity, COVID-19, Work from Home, morale

## **Introduction**

The current crown infection pandemic of 2019–2020 is being caused by the Corona virus infection 2019 (COVID 19), which is currently actively spreading. This pandemic is expected to last until at least 2021. (SARS CoV 2). During the month of December in the Gregorian calendar 2019, the location of the epicentre of the pandemic has been determined to be the city of Wuhan, which is found in China. Because individuals were able to travel to other parts of the world, the COVID-19 virus was able to spread over the whole planet, which led to a pandemic that was unprecedented in its scope and severity. Despite this, initial mismanagement on the part of multi-lateral organizations like the WHO resulted in individuals being given authorization to go to different parts of the world. On March 11th, exactly three months after COVID 19 was initially discovered, the World Health Organisation (WHO) announced that a pandemic had been proclaimed. originally found. This was also the day on which the epidemic was declared to have reached pandemic proportions. In addition, the day in question was the one on which it was determined that the disease had reached pandemic levels. Because the harm had already been done, and the virus had already spread over a substantial number of nations, there was no way to go back at that time. One method to increase one's capacity to achieve a work-life balance that is more gratifying is to find and maintain a healthy equilibrium in one's personal life as well as one's professional life. This may be accomplished in a number of different ways. This may be accomplished by preserving a positive equilibrium in one's personal life and by bearing the following concerns in mind while one goes about one's everyday tasks. Both of these things are important. In order to keep the "working spirit" of employees alive in spite of the fact that people are now able to perform their jobs from the convenience of their own homes,

companies came up with the "working from home notion" as a result of the need to keep a social distance between themselves and their employees. This was done in response to the requirement that employees be kept at a certain physical distance from one another. The phrase "People are considered to be able to "work from home" (WFH) when they are able to perform the duties of their jobs from the comfort of their own homes by making extensive use of digital resources. This type of employment is becoming increasingly common. In these conditions, individuals are able to "work from home" (WFH). In these kinds of circumstances, the individual does not have to make their way to an office. Since the beginning of the epidemic, there has been a dramatic shift in the way that organizations carry out their daily operations. These days, the great majority of day-to-day tasks are completed via mobile devices or some other sort of digital platform. New methods of conducting business that make use of artificial intelligence and analytics have essentially replaced the more traditional methods that were previously utilized by firms. These new methods of conducting business make use of data to make decisions. As a result of the COVID-19 outbreak that is unfolding right now, companies are being compelled to make the shift into a paradigm in which their staff work from home whenever it is practicable for them to do so in order to protect themselves and their customers from the spread of the virus. This is done to guarantee that there are no interruptions in the activities that are being carried out. Working from home is not an exception to the rule that every possible course of action includes both benefits and drawbacks; this holds true for the concept of working from home as well. Working from home is not an exception to the rule that every possible course of action includes both benefits and drawbacks.

Morale Intangible concept that refers to the degree to which a group feels positively and supportively towards the group to which it belongs and the common values and viewpoints that members of that group have, the orientation of the group to which it belongs is taken into consideration. It is possible to describe the morale of an organisation as the general attitude that its members have towards their employer. These numerous feelings include, but are not limited to: faith in one's own leadership, trust in one's own self-worth, purpose, pride in one's own achievements, and pride in one's own successes. of the organization, and faith that the organization will be successful. Additionally, morale may be defined as a person's sense of pride in their own accomplishments as well as their faith in the leadership of the organization. Even fewer people define employee morale as the overall degree of confidence or optimism experienced by an individual or group of employees, particularly if it impacts a person's or group's tendency to be disciplined or productive in the workplace. However, this is the definition that is used by the authors of the article "Morale in the Workplace," which can be found here. Additionally, the leadership that comes from the top down has a higher effect on morale than does the leadership that comes from those who work their way up from the bottom up. A high or low morale is not the result of just one thing; rather, it is the result of a variety of things that are connected to one another and work together to form the overall effect. These items can either have a positive or negative impact on the overall effect.

#### **Assessing the Morale of the Employees**

When it comes to running a successful business, having happy and motivated workers is one of the most important factors. A strong sense of pride in one's job, devotion to one's organisation, and the desire to prioritise the completion of group (shared) goals over one's own personal aims are all markers of good morale in the workplace. Other indicators include: A high level of pride in one's work, a high level of high levels of commitment, innovation, and initiative on the job, in addition to a higher willingness to work towards the common good in society as a whole. ahead of one's own personal goals are all factors that coincide with high levels of morale, which in turn enhances the performance of the organisation as a whole. Morale is directly correlated with the performance of an organisation. A low morale is detrimental to the company because it makes it more difficult to reach the goals that are supposed to be attained. These goals are intended to be achieved. A poor morale almost always goes hand in hand with high absenteeism rates, excessive labour turnover, unresolved employee issues, and even strikes. It has been found to be difficult to measure employee morale, despite the fact that it is generally regarded in the literatures of psychology, management, and human relations as a crucial component in guiding worker effort and, as a result, in choosing total company performance. This is the case despite the fact that it is an essential factor in directing the efforts of workers and, as a consequence of this, in determining the overall profitability of the corporation (Howitt, 2002). It is difficult to get an exact judgement on the condition of morale in a group since morale is a feeling rather than an action or

a result. This makes it difficult to determine the level of morale in a group. Even in well-established There is a great deal of confusion in the way that people think about how to differentiate the causes of a given degree of morale from its manifestations in market economies, and the jury is still out on whether or not morale is best understood as a communal phenomenon (Milton et al., 1984; Smith,1966 1976) or an individual experience (Doherty,1988; Evans,1992; Hart,1994; Watson,1988). Even taking into account the limitations of the research that have already been conducted (Abbott, 2003; Howitt, 2002; Norquist et al., 2002; Straka, 1993), it can be said that: a variety of metrics have been developed as a result of efforts to disentangle morale from the conditions or consequences that have an effect on it. Some attempts to quantify morale focus on identifying the positive aspects of morale, such as its relationship to tenacity and energy, cohesiveness and teamwork, and intense striving. [Here's a good example:] [Here's a good example:] [Here's a good example:] [Ca (Smith, 1966; Hart, 1994; Hart and Conn, 1992; Hart and others, 2000; Hart, 1994). The determination of an individual's mental health (Doherty, 1988; Watson, 1988) or how persons are feeling at a specific point in time is the focus of alternative methods of gauging morale. Doherty and Watson both published their findings in 1988. The 1980s were a pivotal decade in the development of these strategies. The formulation of these protocols was done by Watson and Doherty, who are both credited for the work. In addition to other aspects that are probably going to be included in neuroticism evaluations, these measurements usually include aspects like anxiety and depression (Costa & McCrae, 1985; Hart et al., 2000).

### **The Importance of Maintaining a Positive Morale**

Because employees in any company are focused on satisfying customers at any given moment in time, teaching resolve will be an essential element of the hierarchical environment, just as it has been and will continue to be an important part of the hierarchical atmosphere. This is due to the fact that the current business climate compels every company to regard its customers as the major focus of their efforts in order to both fulfil the requirements of their customers and boost the amount of revenue that they bring in for themselves. When it comes to the goals and plans of the organization, it is vital for any company to make progress when it will reflect the mentalities of authoritative personnel and highlight the positive assumptions that they have. This is required in order for any company to be successful. The attitudes and feelings that people choose to nurture have a significant and disproportionately large impact on the levels of productivity and satisfaction that individuals experience in their lives.

### **In the context of COVID-19, there is a moral problem.**

The fact that the Omicron form has recently been shown to be able to elude the immune system (Willett et al., 2022) raises issues regarding whether or not the virus can be completely eliminated. or not spontaneous COVID-19 infection or population immunization can offer enough herd immunity. In particular, this inquiry is posed in view of the recent development of the Omicron variety. This is the context in which the topic is posed. As a consequence of this, the idea of herd immunity is brought into discussion. As a result of this, those in charge of maintaining the public's health continue to place a focus on non-pharmaceutical therapies that try to alter the behavior of individuals in order to restrict the spread of the new coronavirus. The Centers for Disease Control and Preventative (2020a) published COVID-19 prevention behavioral guidelines at the very beginning of the epidemic. These items of advice included keeping a distance of at least 6 feet from other persons while out in public, cleaning high-touch surfaces, washing hands often, concealing coughs and sneezes, and wearing a cloth face covering in order to prevent the emission of aerosols.

The number of months that have elapsed in India since these recommendations for preventative health care were made public has coincided with a diverse range of levels consideration for these recommendations. The Institute for the Evaluation and Assessment of Health in the Year 2021 (IHME 2021). has been monitoring the connection between wearing masks and being socially isolated since August of 2020. The level of social isolation is currently between 13 and 35 percent lower than it was before the outbreak, according to the data acquired from mobile cell phones, which indicates that the number of people living alone has decreased. When they go out in public, between 65 and 77 percent of individuals always do what has to be done. These degrees vary from one location to another, from one individual to another, and over the course of history. Therefore, in spite of the fact that public health officials have been sending out consistent messages about the significance evidence indicating that these preventative health activities are beneficial in lowering the risk of the pandemic

and its subsequent spread, the pandemic is still spreading at an alarming rate. According to Fischer et al research (2021), a significant percentage of individuals continue to choose to disregard these recommendations and participate in behaviours that have the potential to cause harm to other people.

According to Bandura, a moral crisis occurs anytime individuals try to minimise the moral damage that is brought on by their immoral activities. This is what he considers to be the root cause of the crisis (1990). People are able to function beyond the limitations of normal human behaviour with the assistance of justification and rationalisation processes due to the fact that they disengage from the moral self-sanctions that they impose on themselves. These processes make it feasible to behave in a manner inconsistent with human nature. Cognitive reconstrual, hiding personal agency, rejecting the negative repercussions of one's action, and vilification of the objects of one's activities are the four basic routes that lead to moral disengagement. When any of these four ways of life are chosen, disengagement from morality presents itself as a distinct possibility.

Cognitively reconstructing one's behaviour requires morally reframing the harmful behaviour as socially valuable and acceptable (moral justification), or as better than other behaviours that are more morally reprehensible (advantageous comparison), and euphemistically relabeling their behaviour to make it more socially acceptable. Additionally, cognitively reconstructing one's behaviour requires euphemistically relabeling one's behaviour to make it more socially acceptable. In addition, cognitively rebuilding an individual's behaviour entails renaming that behaviour in a more euphemistic manner in order to make it more acceptable in a social setting. To mentally reframe one's actions in such a way that they become acceptable to society, and to do so in a manner that is socially acceptable. In the event of a pandemic caused by COVID-19, the proprietor of a restaurant might argue that a decrease in income would lead to the loss of jobs or the closure of the business, in contrast to the potential risks posed by a higher occupancy density. This is because a lower income would result in a lower occupancy density.

It is possible to disguise personal agency by utilising rotating shifts in some situations. By utilising this strategy, other individuals are shown as either driving the individual to engage in the detrimental behaviour or as being actually liable for the deeds of the individual. Either way, this gives the impression that the individual is not responsible for their own actions. In either scenario, the individual is the one who will be held accountable for their own acts. If they believed that no one else was wearing a mask throughout the epidemic, then it would be nonsensical to blame them for not wearing a mask. However, if they did not believe that anybody else was wearing a mask, then it would be unreasonable to criticise them for not wearing a mask during the pandemic. If no one else was wearing a mask, it's possible that some individuals wouldn't comply with the standards that required them to wear masks. Irresponsible behaviour occurs when a person minimises, ignores, or otherwise misrepresents the adverse effects that their activities have on other individuals. There is a chance that somebody would assert that COVID-19 is "exactly the same as the flu," and that this is the reason why taking precautionary measures is a waste of time. When there is a decreased perception of the likelihood of negative consequences, it is much easier to create justification for one's conduct.

Last but not least, vilifying the target comprises transferring blame for one's own conduct onto other people and denigrating one's opponents in the process of doing so. For instance, those who allow themselves to become infected with COVID-19 due to carelessness or irresponsibility may be seen to "deserve" to suffer because they are the ones who put themselves in harm's way and allowed the virus to infect them. Following that, we will discuss the ways in which a company's COVID-19 safety culture may have an impact on the overall morale of its personnel.

#### **Aspects that might have an impact on the morale of employees**

It is essential for every company to maintain the trust of its workforce and to cultivate an environment that encourages free communication among the staff members themselves. An organisation that has high levels of customer satisfaction also enjoys additional financial benefits, such as a decrease in the number of work hours lost as a result of unplanned absences and an increase in profitability as a result of satisfied personnel. In addition, a company that has high levels of employee satisfaction also enjoys increased levels of profitability. Additionally, an organisation that has high levels of employee satisfaction likewise gets these benefits to a greater extent than others. A poor resolution might lead to an increase in expenses; representative assurance is a

very complex phenomenon that is influenced by a substantial number of components on the shop floor. A lack of determination might lead to the loss of business. The following elements contribute to the overall composition of the whole:

1. Association of Aims - Employees have a fantastic amount of energy when their job dedication is high and they fulfil their individual aims and targets. 2. Association of Aims - Employees have a tremendous amount of energy when they are able to communicate effectively. 3. Association of A 2. Association of Aims - When workers are successful in achieving their own objectives, they are able to release a significant quantity of pent-up energy. 3. Membership in a group This guarantees that employees are aware of the level of success that the company is experiencing in its operations.
2. The activities that employees do while performing their jobs inside an organisation have an effect on the nature of the work, namely the degree to which any gap that may have existed between them is closed.
3. The levels of self-assurance that employees have are influenced by a variety of personal factors that are associated with getting older. These factors include the prepared training and insight of the representatives, the amount of time spent by them at work, and the amount of enthusiasm for worth that they take.
4. Salary: Employees should have reasonable expectations that their degree of expertise will be reflected in the amount of compensation they get. Maintaining a favorable arrangement of earnings, pay rates, growth prospects, and a variety of incentive programmes may keep an employee's level of self-assurance at a healthy level. This is important for retaining any employee's self-confidence at a healthy level.
5. The working conditions of any company, in addition to the aesthetics of the space, have an influence on the mental states of the people of that company.
6. Compatibility with other staff members who are comparable to you in some way Because he is a social creature, he finds it more satisfying to make his ideas known if he has the sense that he has the acknowledgement and fraternity of his like-minded coworkers working for the organisation. This makes it more likely that he will express his opinions.
7. An employee who is content with their job has the opportunity to showcase their skills and develop their personality, both of which contribute to their overall sense of well-being. In return, they will convey to them that they value the work that they do, and they will become more motivated. There is still the opportunity to take part in the outcomes that will be beneficial to you. A positive attitude needs one to recognise the presence of possibilities and to have an optimistic perspective of one's potential to succeed in spite of challenges.

### **The cultural setting of India**

Because of a great number of cultural and commercial peculiarities that are indicative of Indianness, the contextual environment in India is one of a kind and completely unique. Because of this, the social and political climate of India is unlike any other. For example, Laleman et al. (2015) place a strong focus on the idea of Karma Yoga, which maintains that our deeds have an effect on our life and that we are unable to disentangle the two. Due to the fact that "labour" is seen as an act of devotion in the Indian belief system, the boundary between "work" and "life" is nearly nonexistent in the practise of Karma Yoga. This is because "labour" is recognised as an act of devotion in the Hindu religion. [Further citation is required] The idea of dharma, which is central to Vedantic philosophy, is also known to have had a significant impact on the cultural practices of Indian societies, as Malik and Pereira (2016) have demonstrated. This style of thinking has been passed down from previous generations to the ones that will come after them (virtue). It is also feasible to observe the effects of dharma in Indian economic contexts, where it is understood to mean putting priority to the welfare of the community (lokasangraha) over the advantage enjoyed by the individual. India is on the edge of becoming an economic powerhouse as a consequence of the remarkable growth in industries such as information technology, pharmaceutical, and telecommunications. This progress has put India in a position where it is almost ready to become an economic superpower. In addition to this, a number of international firms have set up shop in India, which contributes to the country's potential to become an economic giant. This is due to the fact that the headquarters of a significant number of multinational corporations have firmly established themselves in India (Jaiswal et al., 2022; Pereira & Malik, 2013). Even though it is anticipated that India will have the second-largest economy in Asia by the year 2030, there is a significant knowledge gap in the existing literature



regarding an understanding of people practises (more specifically, WFH in the present study) and its profound impact on people and organisations in the Indian context. This is the case despite the fact that India is projected to have the second-largest economy in Asia by the year 2030. This holds true in spite of the fact that WFH is the primary focus of the current investigation (The Hindu, 2022). This gap in the prior study was brought to light by the inquiry that is now ongoing. The Indian business diaspora is one of a kind since India is the most populous and diversified democracy in the world. This feature contributes to the uniqueness of the diaspora. This is due to the fact that Indian organisations function within the confines of a particular cultural milieu (Pereira & Malik, 2015a). The fact that India is a multifaceted, intricate, and economically developing nation makes it essential and pressing for this study to be carried out within the context of COVID-19 (Pereira & Malik, 2015b).

### **Review of literature**

Abrar Al-Enzi and RandaDiab-Bhman 2020 December: In order to assist human resource (HR) authorities in better serving the interests of their most important stakeholders, the purpose of this study was to evaluate and analyse worker views on the effects of rapid change in the workplace. This was the primary hypothesis that the research sought to confirm. There are now 192 persons in Kuwait that are employed remotely from their homes. questioned in a survey for the purpose of gaining insight into the ways in which the lockout has impacted the expectations they had previously held towards their jobs. The vast majority of people who took part in the survey reported that their jobs had a positive impact on their lives as a whole. Furthermore, a sizeable portion of those individuals reported that they are able to successfully complete approximately 80 percent of the responsibilities connected to their jobs. In addition, as a result of the climate that was formed in the wake of COVID-19, the employees' expectations are going through a shift at the same time. This is happening simultaneously. If more attention had been paid to the psychological effects that employees have on their performance, it's likely that the level of quality of the job would have increased as a result. This is something that's worth considering.

In the year 2020, the position of Professor of Research, Pooja Singh and Swati Mishra: This research aimed to investigate why employees were stressed and panicked during the COVID crisis, how COVID-19 has influenced workplace happiness, and how to assist employees reestablish a feeling of regularity. The COVID research team was the one that really did the work for the study. Educating workers on the warning signs and symptoms of COVID-19 as well as the preventative measures that should be taken is one thing that should be done in order for organisations to maintain a strong morale among their staff. This is one thing that should be done in order for organisations to maintain a strong morale among their staff. They have to make obtaining the support of the workforce their number one priority in order to achieve their goals. They ought to also reconsider the constraints placed on travel, meetings, and time off from work. It's probable that the researcher ought to have given a great deal more attention to the morale of the team as well as the employees of the company.

Sirpa Helena Syvanen and KaijaRiittaLoppel: The plans for growth have been modified quite a bit as a result of the numerous technological advancements that have taken place. The level of participation, the discussion, and the instruments that will be utilised throughout the epidemic have all been affected as a result of these adjustments. The COVID-19 pandemic was the impetus for conducting this research with the goal of gaining a deeper understanding of the challenges and opportunities for growth that the development work of "The Sote Dialogues-project" presented. The research was conducted with the objective of gaining a deeper understanding of these challenges and opportunities for growth. The research was carried out with the purpose of acquiring a more in-depth understanding of these prospects for growth as well as the problems that they provide. The qualitative data was gathered through the utilisation of multifactor analysis as well as the reflection of the participants themselves regarding their personal experiences. When the development work for the projects was shifted to remote and technology-based locations, it was determined that it became impossible to recover such issues as a result of the pandemic. This was the conclusion that was reached. The researcher did not place a significant emphasis on the morale of the workers, which is an indicator of one of the study's shortcomings. This is a limitation of this study, which also indicates one of the study's strengths.

### **Productivity among Workers**

One way to look at productivity from an economic perspective is as an indication of output in relation to input. One method of measuring productivity is the number of hours put in by each employee. In terms of mathematics, it is denoted by the logarithm of the total number of workers divided by the net revenue. [Rohan S. and Madhumita M. (2012)]. [Rohan S. and Madhumita M. (2012)] [Cato ST, Gordon J.(2009), Sharma MS (2014)] Increasing staff productivity has emerged as a prominent emphasis for many firms in recent years. This is due to the fact that the efficiency of an organization's workforce is directly proportional to the success of the business as a whole. The [Cato ST, Gordon J.(2009), and Sharma MS (2014)] Stress, job contentment, and work-life balance all affect employee performance, which affects corporate profitability, according to the analysis. To put it another way, factors like as work-life balance, job satisfaction, and stress all have a substantial impact on the amount of profit made by organisations. As a direct result of this, it is very necessary to carry out a quantitative examination into the influence that these factors have on the amount of productivity that may be accomplished by workers. In general, recent times have seen a quick accumulation of quantitative data on the potential and actual percentages of WFH installations. This data collecting has taken place in rapid succession. On the other hand, not a great deal of research has been done concerning the amount of work that was accomplished by workers who implemented WFH procedures during the COVID-19 epidemic. In this regard, Dingel and Neiman (2020) warn that it is not easy Predict the percentage of production that would be made under tight social distancing laws by utilising the percentage of vocations that might practically be done from home. This is because the percentage of jobs that could plausibly be performed at home varies significantly from country to country. This is due to the fact that the fraction of occupations that may reasonably be conducted at home differs significantly from nation to nation. This is as a consequence of the fact that the level of productivity attained by a single person may vary substantially depending on whether or not they are working at their typical workplace or at home. This is because of the fact that working conditions may have a significant impact on productivity. Bartik et al. (2020) conducted study on WFH productivity, and it was based on data acquired from a survey of small businesses in the United States. The survey was carried out in the United States. Their research found that the productivity of people who worked from home was around twenty percent lower than that of individuals who performed their duties in conventional office settings. This particular investigation into WFH production is an uncommon example of the sort of research that is known as a study on WFH production. The authors note in their introduction that the workers who participated in WFH did so voluntarily because they made the decision to do so. Despite this, the results reflect the fact that workers who participated in WFH did so cheerfully because they made the decision to do so.

### **Objective of the study**

1. To acquire an idea of the general morale that exists among workers in the banking industry's public and private sectors and to determine how high or low that morale actually is.
2. To investigate the impact that the drop in staff morale brought on by the COVID-19 epidemic had on the amount of work that was completed.
3. Investigate the possibility of a connection existing between high levels of employee happiness and high levels of productivity in the public as well as the private banking sectors

### **Hypothesis of the study**

H0: The training provided by COVID-19 has a significant and negative impact on the morale of the workers.

H1: Because of COVID-19, there has been a major reduction in the productivity of the workforce, which is an extremely undesirable outcome.

H2: The level of morale of a workforce may be significantly and favourably affected by productivity to a great extent.

H3: COVID-19 acts as a middleman in the connection between the virus and the attitudes of the workers. productivity, which acts as the connecting factor.

### **Research Methodology**

The participants of the research, who came from both the economy, including both governmental and private sectors of the banking industry, were chosen using a straightforward method of random selection. This was done so that important data could be obtained on productivity, staff morale, and COVID-19. When selecting samples from a population in this manner, at random, every individual within the population has an equal probability of being picked from the sample space. This guarantees that the samples are accurate reflections of the population as a whole in their respective categories. The utilisation of a fundamental random sample methodology not only adds to the decrease of the amount of uncertainty that was brought about as a result of the researchers, but it also makes it possible to rapidly evaluate the data. NituGhosh (2021). (2021). (2021). The word "sampling frame" refers to the exhaustive list of people who make up the population. This list serves as the basis for selecting the units that will make up the sample, hence the term "sampling frame" is used synonymously with "population" and "sample." In the current investigation, the banks that are considered to be a part of the sampling frame are those that are either in the public or private sector, and the individuals who are considered to be a part of the sample units are the workers of the various banking organisations that were chosen for the investigation. Components of the sample are regarded to include both the sampling frame and the sample units themselves. Xiao et al (2020).

### Resources For The Acquisition Of Data Tools

All of the study's aims and objectives were successfully accomplished with the help of the questionnaire survey that was utilised in this investigation. With the help of this survey, considerable information was gathered from the workers in terms of how the COVID-19 scenario would impact their emotions and, by implication, how much their productivity would help or hurt the overall situation. in other words, how their dispositions would be influenced by the situation. This information was obtained through questioning the members of the staff. As a direct consequence of this, it was essential for respondents to supply responses to the scale questions as well as the closed-ended questions that were incorporated into the survey. The questions that were pertinent to the discussion were compiled into one location. This enquiry made use of scaling questions, which are also sometimes referred to as ranking questions. Another name for the scaling questions is the ranking questions. On a Likert scale with five points, responses to these questions were given a grade based on how strongly they agreed or disagreed with the statement being posed. The first point on the scale indicates "strong agreement," the second point indicates "agreement," the third point indicates "neither agree nor disagree," the fourth point indicates "disagreements," and the fifth point indicates "strong disagreement." Participants in this kind of survey are given the opportunity to place the answers that they have previously provided to the questions that they are asked somewhere on a scale of values that has already been established. This allows the participants to better understand where their responses fall on the scale. Nishanthi, H. M., &Mahalekamge, W. G. S. (2016). The questionnaire that was utilised for this inquiry was broken up into five sections, and each of those sections was designated by a different letter (A, B, C, and D, respectively). The "Part A" section of the questionnaire is where the information about the respondents is collected. This section is located at the beginning of the questionnaire. This section of the survey, which consists of five questions, is intended to characterise the characteristics of the people who participated in the survey and is supposed to do so by gathering information from those individuals. The second half of the questionnaire, which is broken up into parts A and B and has a total of nine questions each, is dedicated to discussing the effects of COVID-19. Part C focuses on employee morale and involves 18 questions. There is an additional component that has been given its own designation and is referred to as Part D. It consists of fifteen questions and revolves around the concept of productivity. Said, R. M (2020).

The following is a description of the scales that were utilised for this study; however, in order to appropriately meet the aims of this study, a number of modifications have been made to the scales. Generalized COVID- 19 scale Ahorsu (2020). (2020). (2020). An Instrument for Assessing the Drive and Enthusiasm of Workers The authors of this article are Arunchand and Ramanathan, respectively (2013). a quantitative representation of output or productivity Black and Jerusalem (1995) The application of Cronbach's alpha to the results of the data produced by the instrument, was used to conduct an analysis to determine the level of the instrument's reliability (questionnaire). The Cronbach's alpha values that were found over the course of this inquiry varied from 0.775 to 0.882, which is within a range that is considered to be an acceptable margin of error. Table 1.

### TABLE 1 PRESENTS CRONBACH'S ALPHA.



Variable	Cronbach's Alpha
COVID-19	0.775
Employee Morale	0.882
productivity	0.835

### Data Analysis

The data from the study were analysed not just using SPSS but also with a wide range of other statistical software programs in addition to SPSS. It was important to make use of both a frequency analysis and a percentage breakdown in order to adequately grasp the results of the demographic survey. Only then could the findings be comprehended in their entirety. Table 2.

**Table 2: Characteristics and Distributions of the Population**

	Frequency	Percent
Gender		
Female	74	74.0
Male	26	26.0
Age		
Less than 30 years	28	28.0
31-40 years	12	12.0
41-50 years	35	35.0
More than 50 years	25	25.0
Experience		
Less than 1 year	15	15.0
1-5 years	16	16.0
6-10 years	32	32.0
11-15 years	27	27.0
More than 15 years	10	10.0
Qualification		
Bachelor	25	25.0
Masters	32	32.0
MBA	31	31.0
Others	12	12.0
Type of bank		
Government	45	45.0
Private	55	55.0
Total	100	100.0

It was discovered that 74 percent of members of staff that participated in the survey females, although only 26 percent of the overall sample of 100 respondents was consisted of males.

The biggest proportion of respondents, 35.0 percent of the total, were within the age bracket of 41 to 50 years old. This age group was also the most diverse. After this, the response rate among respondents who were between the ages of 31 and 40 years old was 12.0 percent, the response rate among respondents who were older than 50 years old was 25 percent, and the response rate among respondents who were younger than 30 years old was 28.0 percent. In addition, the majority of respondents, which stood for 32.0 percent of the total, had an experience level ranging from 6-10 years, which was followed by the respondents, which accounted for 10 percent of the total and had an experience level ranging from more than 15 years.

31% of the respondents had an MBA degree, 32% held the level of education equivalent to a master's degree or above, 25% held the level of education equivalent to a bachelor's degree, and 12.7% held other educational degrees. In conclusion, more than half of the persons who took part in the survey were linked with organisations that belonged to the category of the public sector, while the other half were employed by financial institutions that belonged to the category of the private sector. In the last stage of the research project, the hypothesis was examined by Through the use of Mediation and Covariance Analysis, arrive at significant conclusions. This phase was the culmination of the project. Validating the hypothesis was the objective of this step of the process.

The measurement model that is being used for this investigation explains how the three variables that are being studied are related to one another as well as how the connectedness can be quantified. The purpose of this investigation is to determine whether or not there is a correlation between the three variables. According to the findings of the model, COVID-19 likely does have an effect on the behaviours and attitudes of the workers. Additionally, the model illustrates that COVID-19 has an effect on output, and that production, in turn, has an influence on employee morale. This is demonstrated by the fact that productivity has an effect on employee morale. The model illustrates both of these interactions between variables. The measuring model demonstrates that there is a correlation may be shown between COVID-19 and the morale of workers, and that this link is mediated by productivity. In addition, the model shows that there is a link between COVID-19 and productivity. On the basis of their data, the researchers arrived to the conclusion that this is in fact the case.

It is possible to draw the conclusion that COVID-19 not only has an impact on the morale of workers as well as their level of productivity, but that it also acts as a buffer between COVID-19 and the other components of the connection. and productivity. Table 3.

**Table 3 presents the covariance's.**

			Estimate	S. E.	C.R.	P	Label
C19	<=>	SE	.043	.006	5.420	***	Accepted
C19	<=>	EM	.034	.007	5.971	***	Accepted
EM	<=>	SE	.042	.008	6.339	***	Accepted

H0;The COVID-19 training has a major and detrimental effect on the morale of the workforce.

The first hypothesis had a The beta coefficient for the correlation between COVID-19 and employee morale was found to be 0.034, and the confidence interval for this correlation ranged from  $p = 0.0000$  to  $p = 0.05$ . This suggests that there is a moderate level of association between these two variables. Within the context of the second hypothesis, the beta coefficient for the link between COVID-19 and staff morale was found to be 0.034. This demonstrated that there was an extremely remote possibility that the notion was correct. Because COVID-19 has a p-value that is lower than 0.05, we are able to assert with high certainty that it is real. did have an impact on the morale of the workforce. This is because the p-value was lower than 0.05. This was shown by the fact that the p-value was less than 0.05, which demonstrates that this is the case. As a consequence of this, it has been demonstrated that the alternative hypothesis is accurate, the null hypothesis has been demonstrated to be inaccurate, and it is reasonable to believe that COVID-19 has an impact on the workers' motivation while they are on the job. The findings of this study are consistent with the findings of Howe et al. (2021) and Lazim et al. (2020), which imply that lengthy work hours and feelings of isolation may be contributing factors in the development of burnout. have a detrimental effect on the morale of the employees of an organisation. The outcomes of this investigation are in agreement with the conclusions that Howe and colleagues found (2021). The findings of this inquiry are consistent with the findings that Howe and his colleagues achieved in the study that they conducted (2021). Additionally, periods of uncertainty, such as pandemics, have a typical tendency to generate emotionally uncomfortable situations, which leads to a decline in both their morale and their contentment with the organisation. This can lead to a downward spiral. This has the consequence of generating a drop in both happiness and morale, which is caused as a direct result of this. In addition, a regression analysis with collinearity was carried out so that a prediction could be made regarding reliant on the value of another variable, which will be referred to as the value of the dependent variable here. This was done in order to develop a model for the relationship between the two variables. This was done in order to get the most precise evaluation that could possibly be produced.

You can find the R-value in the table that provides a summary of the model further down on this page. You can see that table here. The R value, which is displayed in the "R" column and shows the direct correlation, reveals that there is a significant degree of correlation between the two variables, specifically 83.7 percent. The result for this correlation is 0.837, which suggests that it has a significant and strong relationship with the other variable.

**Table 4.the model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 <sup>a</sup>	.701	.700	.143
a. Predictors: (Constant), H2				

H1: Employee productivity is severely hindered as a result of COVID-19, which is a significant negative consequence.

It was observed that the beta coefficient for the relationship between COVID-19 and productivity was 0.034, and the p-value for the second hypothesis fell somewhere in the neighbourhood of 0.0000 to 0.05. Both of these findings are equivalent in nature. In order to determine whether or not the theory is correct, this was carried out. Since the p-value is far lower than 0.05, it is reasonable to believe that COVID-19 does have some impact on productivity. This is because the significance threshold is much larger than 0.05, which is the standard deviation of the data. As a direct result of this finding, the alternative hypothesis has been proven, the null hypothesis has been denied, and it is possible to infer the conclusion that COVID-19 does in fact have an affect on productivity. People who have a higher level of concern toward uncertain situations have lower productivity levels, and as a result, they are more likely to seek mentorship. This was observed in the study that was carried out by Van Esch et al. (2021), who found that people who have a higher level of concern toward uncertain situations have lower productivity levels. As a result, people who have a higher level of concern toward uncertain situations have lower productivity levels are more likely to seek mentorship. As a direct consequence of this, those who are more concerned about the outcomes of unknown circumstances are more inclined to look for a mentor. The results of this study are in agreement with those of another researcher, who showed that persons with high levels of productivity are more inclined to take on difficult responsibilities, and as a consequence, are revealed to have greater levels of resilience. It was observed that the conclusions of this investigation were in line with the findings of another study. The findings of this analysis are in line with the findings that were discovered in the research conducted by Alhadabi and Karpinski (2020). There is a possibility that the value of R can be found in the model summary table that can be found further down on this page. Simply clicking on this link will take you to the table in question. According to Qiu et al(2020) 's Table 5, the value of R, which reflects the degree of correlation, is 0.791 (the "R" Column), which shows that there is a high degree of correlation of 79.1%. This number serves to illustrate the straightforward association.

**Table 5: a summary of the model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 <sup>a</sup>	0.626	0.624	0.161
a. Predictors: (Constant), H3				

H2: Productivity has a considerable and beneficial influence on the morale of the workforce.

The beta coefficient for the association between employee morale and productivity was found to be 0.051, and the matching p-value for hypothesis 3 was found to be 0.0000 0.05. Another finding was that the p-value for the null hypothesis was 0.0000 0.05. Because the p-value was lower than 0.05, it is plausible to draw the conclusion that the level of output had an influence on the employees' morale. This supports the hypothesis that the amount of production is related to worker motivation. As a direct result of this, we can come to the decision to accept the alternative hypothesis, come to the conclusion that increased productivity does, in fact, have an influence on the morale of workers, and reject the null hypothesis. This will bring us to the conclusion that increased productivity does, in fact, have an influence on the morale of workers. Research conducted by Meyer et al. (2022) indicated that those with higher levels of productivity trust in their own skills to cope with adversity more than those with lower levels of productivity. This conclusion is consistent with the finding that high-achievers believe in their own talents more. situations brought on by COVID-19. This conclusion is consistent with the findings of the research that was carried out by Meyer et al. (2022). The outcomes of the research that Meyer et al. conducted back up this claim, hence it is reasonable to draw this conclusion from their work (2022). In addition, it was found out that Schmidt and In a similar vein, DeShon (2010) argued that productivity was an essential factor in determining and moulding the success of an organisation. individual in relation to a particular

task. They believed that productivity plays a significant role in both of these ways. According to what they said, an individual's level of productivity is one of the most important factors that determines how well they accomplish in respect to a certain endeavour. This finding was made possible for us by the body of research that has been accumulated up to this time. As a direct consequence of this, an individual's productivity not only influences the level of performance they are capable of, but also the amount of motivation they possess.

You can locate the value of R in the table that provides a summary of the model, which is located lower down the page. A high degree of correlation with an accuracy of 86.7% is shown by the value of 0.867 for the R number, which stands for the simple correlation and can be found in the column entitled "R."

**Table 6: model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 <sup>a</sup>	.752	.751	0.12
a. Predictors: (Constant), H2				

Productivity serves as a mediator in the link between COVID-19 and employee morale, according to hypothesis 3.

**Table 7 The Outcome Variable SE1 is Included in the Model Summary.**

R	R-sq	MSE	F	df1	df2	p-value
.7824	.6122	.0189	470.4601	1.0000	298.000	0.000

**Table 8 MODEL**

	Coefficient	SE	t	p-value	LLCI	ULCI
Constant	1.0738	.1326	8.0994	.0000	.8129	1.3347
COVID-19	.7282	.0336	21.6901	.0000	.6621	.7943

**Table 9 This is a summary of the OUTCOME VARIABLE EM1.**

R	R-sq	MSE	F	df1	df2	p-value
.8748	.7653	.0144	484.3421	2.0000	297.000	0.000

**Table 10 MODELS**

	Coefficient	SE	t	p-value	LLCI	ULCI
Constant	-.0316	.1278	-.2474	.8048	-.2831	.2199
COVID-19	.4329	.0470	9.2019	.0000	.3403	.5255
SE1	.5720	.0506	11.3152	.0000	.4725	.6715

**Table 11: The Influence That X Has Directly Had On Y Table 11**

Effect	SE	t	p-value	LLCI	ULCI
.4329	.0470	9.2019	.0000	.3403	.5255

**Table 12. Indirect Impact OF X ON Y**

	Effect	Boot SE	Boot LLCI	Boot ULCI
SE1	.4125	.1418	0.4290	.6435

With the assistance of the SPSS programme, a mediation analysis was performed with the intention of evaluating whether or not hypothesis 4 is accurate. The p-value ranged from 0.0000 to 0.05, and The calculation yielded a correlation coefficient of -0.4329 between the COVID-19 and productivity-based metrics of employee morale and motivation. The coefficient of determination, often known as beta, for the relationship between

COVID-19 and worker morale was found to be 0.4329. This lends credence to the idea that there is a substantial connection between the two. This gave rise to the hypothesis that there was a connection between the two variables that was supported by statistical evidence. The fact that It is likely that there is a mediation effect between COVID-19 and employee morale given that the p-value was lower than 0.05. productivity. This is because the p-value was lower than 0.05. This was demonstrated by the fact that the p-value was less than 0.05, which lent credence to the findings. This is because the value of p was less than 0.05, which is the threshold for significance in scientific research. The reason for this is because the p-value was much less than 0.05, which is the cutoff point for significance in scientific study. Because of this, the alternative hypothesis is proved to be right, the null hypothesis proposed by Shrestha et al. (2019) is shown to be erroneous, and it is demonstrated beyond a reasonable doubt that the connection The association between COVID-19 and staff morale, as well as the productivity. This result is consistent with Taufiq-Hail et al(2021) .'s finding that productivity helped reduce COVID-19's impact on employee task performance. The findings of the study that was carried out by Taufiq-Hail et al. are consistent with this outcome, which shows that it is in agreement with those findings (2021). The results of the investigation back up this conclusion, which is congruent with the findings. [Compatibility] The facts that they came to are consistent with this conclusion, which is very logical given the circumstances. In addition to this, the findings of the research that was carried out and compiled are in agreement with the findings of an investigation that Baloran and Hernan carried out (2020). According to the findings of that study, productivity may be a role in the effective management of a crisis scenario as well as the preservation of acceptable levels of employee commitment. The findings of the inquiry, which were carried out by researchers, give compelling evidence in support of this argument. Kovács&Kálmán (2022).

## Conclusion

Because there did not appear to be a rapid solution for the COVID-19 epidemic, both employees and management were put into a state of confusion and panic as a result of the outbreak. Those in charge The administration of human resources struggled mightily during the most of 2020 and into the early part of 2021. These challenges continued into 2022. The investigation of the possibility that workers could carry out their jobs in a remote setting, the endeavouring to improve the psychological well-being of employees, and the concentration on HR strategies and methods to maintain the financial viability of their companies are now important aspects of the field managing people as a resource requires proper management. As a result of this, the purpose of this specific study was to obtain a comprehension of the effect that the Corona epidemic had on the morale of workers, with productivity serving as the moderating element. As a result of this research, HR managers will find this study to be useful. As a result of this study, HR managers will be able to gain critical insights on the challenges that workers are currently encountering, as well as the factors that can be included to boost employee morale and productivity. This research offers several useful takeaways for managers of human resources. As a direct result of this, experts in human resource management are in a position to put strategies into action in an effort to lessen the impact of the potentially catastrophic pandemic scenario. In addition, the utilisation of strategies such as these has the potential to boost an organization's overall levels of production and efficiency.

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