

# Effects of Covid-19 pandemic on organizational transformation and employee's performance

Sunday Alewo Omale<sup>1</sup>, Michael Oyenuga<sup>2</sup>, Idris Mohammed Gurin<sup>1</sup>

<sup>1</sup>Department of Business Administration, Faculty of Management and Social Sciences,  
Federal University Gashua, Yobe State, Nigeria

<sup>2</sup>Department of Marketing, Faculty of Management Sciences, Veritas University, Abuja, Nigeria



Received 17 October 2022  
Revised 08 November 2022  
Accepted 24 December 2022

Citation: Omale, S. A., Oyenuga, M., & Gurin, I. M. (2023). Effects of Covid-19 pandemic on organizational transformation and employee's performance. *Journal of Management, Economics, and Industrial Organization*, 7(1), 16-33.

<http://doi.org/10.31039/jomeino.2022.7.1.2>



**Copyright:** © 2023 by the authors. This article is an Open Access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

corresponding authors:  
drsaomale@gmail.com

## Abstract

This study explored 'Effects of Covid-19 Pandemic on Organizational Transformation and Employees Performance' with specific focus on Veritas University Abuja, Nigeria. Corona Virus is a pandemic of monumental consequences to health, world economy and well-being of individual that changes our ways of life. The goal of this investigation was to ascertain the degree to which Covid-19 driven change impact positively on employees' and organizational performance. Literatures were reviewed and a survey and descriptive research design was adopted. 438 questionnaires were dispersed via expediency sampling technique to staff from different programmes. Nevertheless, only 394 questionnaires which were properly filled and returned were used for the analysis. *Quantitative approach, which involved using the ranking data's Spearman rank correlation coefficient for data analysis.* The findings posit that Covid-19 driven transformations have both positive and negative connection with the employees' performance and job satisfaction. This shows that Covid-19 driven transformations does not encourage staff to deliver better work, and the result thus, is high employees' turnover. Finding further depict that, the Covid-19 motivated transformations have positive relationship with organizational performance as per the level of expectations. The researchers recommended that, institutions or firms should embrace the conventional 'new normal' behavior of performing task and responsibility, build hi-tech capability and show flexibility and desire to embrace changes in technology.

**Keywords:** Covid-19; Pandemic, Organizational transformation; Employees' performance.

**JEL Code:** M10, M12.

## 1. Introduction

The consequence of Corona Virus pandemic likewise known as Covid-19 has created a desire for transformation in the mode of operations of many organizations, with organizations and employees struggling to deal with the unexpected effect of Covid-19. Worldwide businesses have been compelled to act in different dimensions to remain competitive in the marketplace with a good number of employees are being asked to perform their task tenuously to ensure the survival of the business. Corona Virus is a pandemic of monumental consequences to health, world economy and well-being of individual and/or group of individuals that changes our ways of life. However, accomplishments concerning overcoming diversity in human beings' numerous problems might make a successful structural system (Omale et al., 2022).

According to John and Brian (2020), the intensity and pace that the pandemic have influenced the world has led toward absurd loss of human being, mass loss of job as well as unequaled management of asset that would lead to enormous government liability. The employment life has been altered drastically, making numerous organizations managers to at the present organize a discrete labor force though; making efforts in the direction requiring close proximity to persons who are wearing adequate personal protective equipment (PPE).

Fisher and Bubola (2020) argues that the pandemic has created collective inequalities, and this is increasing rapidly. Similarly, the virus has also caused a re-examination of the nature of employment. Folks who are willing to perform distantly are the well-paid staff by means of the elasticity to fit their novel conditions. However, the retrenched employees or folks asked to perform their task physically are frequently devoid of essential PPE, are mostly the inferior groups of the society and are the most defenseless to this pandemic (Kirby, 2020).

Clients, according to Dauda et al. (2022), are an essential component of every functional system since they generate demand for the organization's products and services, and their absence renders any organization unproductive. Consequently, examining the effects of Covic-19 on organizational transformation and employee's performance can be appraise on the whole techniques adopted by the revolutionize managers which comprise distributing pertinent information to unveil what is required to be done; relating with workers toward assisting them to recognize the benefits of transform system as well as asking for their support and sanctions for disobedience with the planned change.

Leader's willingness and ability to change can be assessed with desire for tolerance for uncertainty, accepting inability to manage the whole thing, knowing the way mind-set influence actions, with openness toward shared decision making (Burke, 2018). Patience for uncertainty is particularly vital all through the Corona Virus emergency, since change leaders are faced with numerous interrelated doubts; contradictory request from organizational members, as well as supply inconsistencies among others suggests that a participative organization attitude might be suitable. Burke, (2018) further states that, efficient transformed managers require to have an above-average altitude of power along with capability of functioning for extended time when the need arise; stimulating and relating with others.

Naturally, change is complex and deliberately should be taken gradually, however; the virus has forced many firms to make changes to survive the "*novel standard*". The unexpected changes nevertheless desirable might lead to conflict in the workings of many firms. Thus, trust is essential for efficient functioning of business activities (Omale, 2016). Organizations must accept the new ways of doing business and change quickly with innovative thoughts to prevent the organization from liquidating thereby keeping reasonable number of employees on the job.

Countless research have established to a great extent the impact of excellent organizational setting in assisting workers to fortify their hard work as well as obtain information and technical know-how required for effective performance (Lamm et al., 2015; Liguori et al., 2019), therefore, enhancing mental state for attaining organizational aims that have been put in place (Chin & Rasdi, 2014; Duffy et al., 2014; Hajizadeh & Zali, 2016). Bulks of these research have confirmed the significance of online discussions. Though, because of the advent of universal epidemic of Corona Virus, Nations across the globe have started suspending interactions, like economics, going to places of interest, and manufacturing, particularly job-related actions among others so as to the increase of Covid-19 diseases.

In order to allow workers carry on functioning in the course of fighting the pandemic, workforce have commence working using internet from their residence (Vaziri et al., 2020), this enables workers to get paid wages with the aid of scientific tools. The abrupt changes in job grouping convey career uncertainty to workforce (Blustein et al., 2020). There will be a variety of knowledge along with responses based on workers' cognitive variations in components like managerial and external environments in order to manage the crisis for an efficient response to the epidemic (Eby et al., 2016).

Lee et al. (2021) argues that, outside environmental factors, particularly the universal endemic Corona Virus might have an effect on workers' operational status. They suggest that leaders should be evaluated pro effective threat minimization and firms should take precautionary risk management actions in dealing with the threats as well as problems engendered by adjusting risks

in the presence of similar situations. While the happening may compel workforce to start functioning with the aid of internet, not everyone is prepared with the requisite technical information know-how. Managers in low-context cultures are more likely to judge the condition of affairs based on the facts that are immediately apparent to them, whereas people in high-context cultures are strongly motivated by the well-defined links between people or organizations.

Notwithstanding, the large number of studies (for instance; Burke, 2018; Fisher and Bubola, 2020 Kirby, 2020; John and Brian, 2020, Lamm et al., 2015; Liguori et al., 2019, Hajizadeh and Zali, 2016) examining Corona Virus, organizational change and employees performance, the outcome have showed positive, negative, and/or to no connectivity among the variable. In addition, recent researches (that is; Vaziri et al., 2020; Blustein et al., 2020; Schultz et al., 2015; Jemini-Gashi et al., 2019) have reported contradictory findings on the effects of Covid-19 on organizations and employees recital.

As a result, of the above backdrop, the researchers seek to evaluate the 'Effects of Covid-19 Pandemic on Organizational Transformation and Employees Performance' with specific focus on Veritas University Abuja-Nigeria, thereby recommending ways to improve the present practice.

### **Research objectives**

Broad objective of this research is to determine the moderating role of Covid-19 pandemic on organizational change and employees' performance. Specifically, the study sought to:

1. Ascertain the degree to which Covid-19 driven transformation positively affect the productivity and job happiness of employees.
2. Determine the extent to which Covid-19 motivated transformation impact positively on organizational performance.

## **2. Review of the Literature**

### **2.1 Covid-19 driven transformation and employee's performance and job satisfaction**

Corona-Virus epidemic creates emergency crises for the globe when it was discovered in the late 2019/early 2020. This pandemic generates a misunderstanding between safety first, income, performance and employees job satisfaction. Organizations were compelled to stop its usual activities by government leading to the introduction of new system of doing business.

This is an enormous challenge for the organizations in performing her daily activities in the face of 'new normal' with a range of new rules for the safety of everybody. Consequently, organizations have to adopt technologies to aid in communication, however only workers specialized are efficient in this regard (Karin et. al., 2020). Workers functioning within industrialized or service

sectors such as Banks, customer cares, among others where direct interaction and messages is essential were hindered greatly as a result of Corona Virus. Educational institutions are as well pretentious by Corona Virus (Wang et al., 2020). Working from home does not go well frequently because simultaneously caring for family and children creates a role clash.

Employees in unconventional employment arrangements and trades, centered on tasks carried out from the house, have seen reduction in hours, loss of employment, with declining wages or salary (Adams-Prassl et al., 2020). Functioning from the house can help employees functioning in information technology (IT) or other sectors; however, some workforce may find it impossible working from their residence. The health emergency has impacted negatively on training efforts; thus, retraining has turn out to be a challenge. The entire result may perhaps have been minimized if adequate plane were put in place in advance or if staff have been used to such strategies (Chaturvedi, 2020).

The issues surrounding Covid-19 pandemic put the general productivity of workers at disadvantage position. Government across the globe have forced a number of changes to preserve and protect personnel at workplaces as employees have to be prepared using masks, physical separation, hand washing, and the use of hand sanitizer regularly (Wolor et. al., 2020).

Similarly, productivity as well depends on workers psychological state as employees are the majority are worried regarding their protection. Hamouche (2020) maintain that workers are mainly concerned about protection, threat of the disease, societal segregation, monetary loss, along with work uncertainty. These are the major cause of workers stress and loss of performance at the place of work. Organization's desires to guarantee security of the entire workforce, their physical condition, financial security, social distance as well as work safety to decrease anxiety as well as advance workers productivity (Sasaki et.al, 2020).

Chaturvedi, (2020) argues that all measures taken all through the corona-virus emergency will have temporary and enduring effects on the life of the people, particularly on workforce, given the alteration as regards to work measures (temporary job, adaptable location, as well as time). The associations among job and occupation of individuals functioning nonflexible roles might be pretentious by the Corona Virus epidemic, generating an assessment of it impact on those people's employment and career (Spurk, & Straub, 2020).

Job Satisfaction is an important decisive factor which might not be relegated, representing a mixture of mental, physiological, as well as environmental conditions so as to establish worker's fulfillment via their work (Hoppock, 1935), emotive permanence, also carefulness (Anitei & Stoica, 2013). The significance of employee's satisfaction throughout the period of pandemic, that is, Covid-19 emergency, was examined through Shan and Thang. The findings indicated that

businesses with higher levels of worker fulfilment are more resilient to undesirable tremors in the marketplace all through the Corona Virus occurrence (Shan & Tang, 2020). The Covid-19 virus was identified by Akkermans et al. (2020) as a career surprise that will have a significant effect on people's employment and careers. Though Covid-19 represents unhelpful career upset, it can have lasting encouraging consequences, the immediate effects are diverse from the enduring ones (Akkermans; Richardson & Kraimer, 2020).

On the other hands, employee's efficiency is a fundamental tool in industrialized as well as organizational thinking that takes into account scalable activities, behaviours, as well as results that workers engross with, or add to, inside organizations (Pavalache-Ilie, (2014), and being defined via how workers behaviors add to organizational objectives Campbell, (1990). Employees productivity is inclined by person uniqueness (knowledge and aptitude), outcomes (for instance, feedback and job safety), work environment (Waldman & Spangler, (1989), and education (Ng & Feldman, 2009). The universal person determinants for employees' productivity are stated ideas, technical knowledge and skills, in addition to inspiration (Campbell; McCloy; Oppler & Sager, 1993).

Further studies have examined employees' performance, satisfaction in addition to the purpose of resigning, the outcome of which shows that underperforming staff depart from their jobs for diverse reasons (McNeilly & Goldsmith, (1991). The factors that considerably influence job contentment as well as occupation progression age, job experience, gender, education, and position within the company (Clark, 1997), worker capacity, and nation of dwelling (Origo & Pagani, 2006). Further bases of career contentment are working conditions and communication (Matei & Fataciune, (2016), as well as the institutional traditions, that mitigate the association among managerial conduct as well as career satisfaction and lead to an improvement in satisfaction (Yousef, 2000). (Matei, 2016).

Quite a lot of inherent factors also add to increased workers performance, thereby enhancing employees feeling of being appreciated and as a result ensuring the achievement of firm's objectives, leading to improvement in work participation, reduction in malingering, and a increase in self-assurance Mihalcea, (2014) resulting to less fluctuations concerning the job (Bercu & Onofrei, 2017). Furthermore, issues like independence (Ölçer & Florescu (2015), work constancy, authority and accountability in work place, office well-being, development prospects, reimbursement parcels, expert growth, occupation attractiveness, salary (Bercu & Onofrei, 2017), efficient communication among organization and workers, early division of everyday jobs, a feeling of acknowledgment as well as attractive salary (Tampu & Cochina, (2015), are as well vital in improving employee productivity and efficiency.

As a result of the above theoretical consideration, the following hypotheses emerges to specify how the Covid-19 driven change impact positively on employees' performance and job satisfaction.

**H<sub>11</sub>:** Covid-19 driven transformation positively affect the productivity and job happiness of employees.

**H<sub>01</sub>:** Covid-19 driven transformation does not positively affect the productivity and job happiness of employees.

## **2.2 Covid-19 motivated transformation and organization's performance**

The interruption of nation's financial system, motivated by the Corona Virus and changes in the lifestyle of people as a result of this pandemic was a resultant effect of organizations reacting to the crises created via the pandemic thereby shutting down nearly all aspect of the economy including individual reacting carefully to the health emergency in public space.

Thus, several instantaneous organizational performance results emerged, as social detachment is becoming a vital emergency. Mintzberg, (1979) argues that, a great deal work on-site, mainly within the sustaining 'techno-structure'; was altered to job mediated tools similar to Zoom as well as in all-purpose automated stages replaced in favor of straight management under situation of co-presence in the management of job efforts. Furthermore, this seems to contain a higher altitude of actual delegation since firms were forced to convey choice capability to local leaders (for instance, Carlsberg transferred additional capability to nation leaders; see as well Dill, 2020).

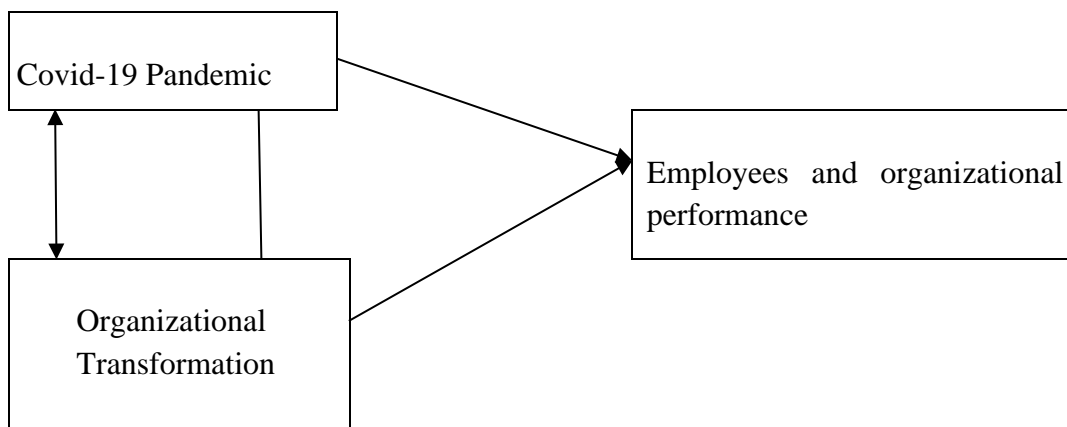
According to Jensen and Meckling (1995), the economics-based organization's design theory exhibits change as organizations strive to maintain management under conditions of distance and virtual work and decrease the ethical vulnerability issues associated with a higher level of informational IR. These changes are accompanied by incentive systems for employees toward additional performance-dependent salaries, more dependence on productivity rather than input measures of hard work, and a superior degree of formalization

Regarding future implication of this epidemic, there is likelihood that the virus would be a brief disorder. Consequently, the financial system, as well as organizational dealings when supply networks are rebuilt, global mobility patterns return, and money flows back into the knowledge sector, the world economy will resume its pre-pandemic structure. among others. Perhaps this may occur through rapid development of a successful vaccine, as well as adherence to non-pharmaceutical procedures. However, if researchers fail to discover the vaccine and the disease does not change in the direction of fewer injurious variants, regular safety measures like enduring social distancing, reduction in global labour mobility and business travel among others will become lasting features of the business landscape.

Though, if the condition moderately reverse to 'normal', the epidemic may certainly leave a enduring stain on firm's performance, since main disruptions entail key changes to the essentials aspect of the economic such as; technology, scarcities as well as preferences, which do not revert back to pre-disruption levels. Nevertheless, Corona Virus will demand enduring changes to institutional design. However, organizational fulfillment might be pretentious and hindered by social and organizational crises, which may sway organizations' functionality and productivity. Considering the debate just had so far, the ensuing supposition emerges:

**H<sub>i2</sub>:** Covid-19 motivated transformations impact positively on organizational performance.

**H<sub>o2</sub>:** Covid-19 motivated transformation does not impact positively on organizational performance.



**Figure 1:** Research model

**Source:** Researchers conceptualization, 2022

### 3. Study Design and Method

The researchers adopted a survey as well as descriptive study design as the research desires to examine moderating role of Covid-19 pandemic on organizational transformation and employees' performance. Descriptive study plan deals with hypotheses formulation and collecting the data leading to attainment of the research objectives. Five-point Likert scale opinion poll was designed to give interviewees simplicity of answering the questions based on their opinion and stand with the stated variables. The Likert scale follows the set-up of 1) Strongly Agree; 2) Agreed; 3) Strongly Disagree; 4) Disagree; 5) Undecided.

Four hundred and thirty-eight (438) copies of the questionnaires were circulated by means of expediency sampling technique to personnel from various programmes such as: Accounting, Chemistry, Business Administration, Marketing, Human Resource, and works among others. This



technique is very quick, simple, readily obtainable, also cost efficient, making it desirable choice to the majority of researchers (Henry, 1990). Nevertheless, only 394 questionnaires were properly completed and retrieved, given 89.9% suitable reply rate even as 10.04% were not retrieved or incorrectly completed. Therefore, the study was based on 394 correctly answered as well returned.

#### 4. Data Analysis

Quantitative approach which concerned the use of geometric apparatus to calculate received information from the respondents was used. To ascertain the moderating effect of the Covid-19 epidemic, the spearman rank correlation coefficient of the ranking data is used on organizational transformation and employee performance.

##### 4.1 Demographic examination

Demographic examination method was used to determine the age, gender, as well as Job position of respondents.

**Table 1:** Demographic analysis of respondents

Variables		Occurrence	Percentages (%)
Gender	Male	281	71.31
	Female	113	28.68
Age	20-39	104	26.39
	40-49	165	41.87
	50-59	87	22.08
	60 and above	38	9.64
Job Position of teaching and nonteaching staff	Top Mgt	43	10.91
	Senior Staff	97	24.61
	Middle Management staff	103	26.14
	Lower management staff	151	38.32
Total		394	99.98

**Source:** Researchers field work, 2021.

The demographic personality of the study was calculated via sex, age as well as job position. Gender was grouped into males as well as females; 281 males and 113 females. The percentages are 71.31% and 28.68% in that order. Age was categorized into 20-39, 40-49, 50-59 and 60 upward; occurrences of opinions are 104, 165, 87 and 38 in that order. The percentages are 26.39 percent, 41.87%, 22.08%, and 9.64% in that order. Job position was categorized into four; top, senior, middle as well as junior management with the occurrence of 43, 97, 103 and 151 correspondingly. The percentages are 10.91%, 24.61%, 26.14% and 38.32% in that order.

#### 4.2 Hypotheses test

The researchers basically subjected this part to geometric testing of the study's original hypotheses and using the Spearman rank correlation coefficient to evaluate the results.

**Hi1:** Covid-19 driven transformation positively affect the productivity and job happiness of employees.

**Ho1:** Covid-19 driven transformation does not positively affect the productivity and job happiness of employees.

**Table 2:** Spearman rank correlation coefficient of Covid-19 driven transformations and employees' performance and job satisfaction.

S/N	Data 1	Data 2	Rank 1	Rank 2	D	D <sup>2</sup>
1	167	112	5	4	1	1
2	141	215	4	5	1	1
3	21	31	1	3	2	4
4	36	21	3	2	1	1
5	29	15	2	1	1	1
					<b>Total D<sup>2</sup></b>	<b>8</b>

Solving the ranking data's Spearman rank correlation coefficient

$$R = 1 - \frac{(6 \sum D^2)}{n(n^2 - 1)}$$

Examination of the outcome of Calculated Spearman rank correlation is equal to 0.66.

At 0.05 = Spearman rank (table) = 0.900

The first theory claims, Covid-19 driven transformation positively affect the productivity and job happiness of employees. The spearman rank correlation coefficient was utilized in an effort to establish the hypothesis. Based on the analysis as well signs,  $r < \text{critical value}$ . Consequently, the

proposition is acknowledged. Thus, there exist affirmative effects among Covid-19 driven transformations and employees' performance and job satisfaction.

**Table 3:** Spearman rank correlation coefficient of covid-19 motivated changes and organizational performance

S/N	Data 1	Data 2	Rank 1	Rank 2	D	D <sup>2</sup>
A	113	117	4	5	1	1
B	213	212	5	4	3	9
C	17	28	1	3	1	1
D	32	14	2	1	2	4
E	19	23	1	2	1	1
<b>Total D<sup>2</sup></b>						16

Solving the ranking data's Spearman rank correlation coefficient numbers

$$R = 1 - \frac{(6 \sum D^2)}{n(n^2 - 1)}$$

Analysis of the outcome Calculated Spearman rank correlation is equal to 0.20.

At 0.05 = Spearman rank (table) = 0.900

The second theory asserts there is a considerable connection between Corona virus-motivated transformations and organizational performance. The theory was also tested using the spearman rank. Because r (0.2) is < critical value (0.900), it presents a considerable correlation among Covid-19 motivated transformations and organizational performance.

### 4.3 Discussion of results

Result and discussion are presented in this segment of the study where major findings obtained from the study discussed. Table 2 result and table 3 showed that, there is encouraging connection among the chosen variables of Covid-19 pandemic: employees' and organizational performance. However, the interview conducted with middle and top management staff depicts a negative relationship between the stated dimensions. Covid-19 driven transformation was established to hold a harmful connection with the employees' performance and job satisfaction. The result depicts that Covid-19 driven transformation does not encourage workers to perform task better. The result thus, is high employees' turnover. Based on data analysis, Covid-19-inspired transformations are beneficial for long-term projects, but they are not assessed to be beneficial for short-term initiatives as they do not result in employee advancement or career satisfaction, and they also do not provide the needed performances from the staff.

The results of this study are consistent with earlier research carried out by Mahmud et al. (2020) to assess Covid-19's influence on employee performance in Bangladesh. The "Employee's Reaction to Changes (ERC)" in worker performance was taken into consideration in an effort to meet research goals. Diverse workers were taken into consideration. 199 employees were randomly questioned online from diverse sectors. SPSS along with Microsoft Excel were adopted for visual presentation and assessment of finding. The study result pointed out that Corona Virus and workers reactions to changes encompass important unhelpful impact on staff performance. These 'new normal' changes, negatively impacted on workers attentiveness, communication, and concentration on their task considerably. Similarly, a current study of businesses by Corti and Nathan, (2020) on the Economic Policy Research Centre (EPRC) in Uganda revealed that three-quarters of the surveyed businesses have retrenched workers as a result of challenges offered by Corona Virus with successive suppression actions. Findings imply that shutdown procedures have compact production activity to a greater extent.

Furthermore, finding also depict that, the Covid-19 motivated transformations have positive relationship with organizational performance. This indicates that Covid-19 motivated change induces organizational performance as per the level of expectations as those employee's layoff reduces the operating expenditure of the institution significantly. The employees retained on the job are putting up their best for the attainment of organizational objectives to avoid being a victim of negative effects of covid-19.

The above result is in agreement with earlier research conducted by (Monica, 2021). As per the literature review, they examine a range of fundamental alterations in firms' actions to appraise the stage of organizational performance in reaction to the Corona Virus epidemic. Panel data psychoanalysis on 218 Romanian listed organizations of various sizes belonging to diverse business sectors for the period June 30, 2019–June 30, 2020, was conducted. It was discovered based on their finding that small firms occupied in farming, trade, building, IT R&D, as well as transportation observed enhanced monetary organizational performance. Also, the findings depict that equity financing, appropriate liquidity management, along with an amplified business size, strengthen the economic performance of organization about return on equity and return on assets.

However, recent study by Ralph et al., (2020) which concentrated on software developers from all over the globe, studying more than 2000 respondents contradicts the current research. They investigated consequence of unexpected job alterations on the efficiency and comfort. It was discovered that, not unexpectedly, the virus has had an unhelpful impact on both the comfort and efficiency of employees but significantly that the two aspects of efficiency and comfort were directly connected. They argue that this first job has supported organizations by maintaining their output levels. Consequently, is a "value-added" action (helping to give good reason for ongoing

budgets). The study concluded that the fears of the deadly disease and house ergonomics were connected to lower comfort and efficiency and that the demographic groups of women, parents as well as disabled personnel might be unjustifiably affected by contemporary job changes.

## **5. Conclusion and Recommendations**

Both favorable and unfavorable effects of Covid-19 have had an impact on organizational performance and society since its outbreak in late 2019. Several unexpected alterations resulting from the consequence of Corona Virus pandemic has brought a very strong platform for transformation with several organizations and folks under pressure to deal with the velocity of changes confronting them. The researchers thus, concluded that Covid-19 Pandemic has changed the globe economy with uncertainty as businesses continue to operate by accepting the supremacy of technology for the provision of goods and services.

Policies that can sustain the labour force without retrenchment of employees, but aid organizations stay alive in this hard time should be formulated to help organizations survive this intricate moment pending when business activities returned to normal. Institutions or firms should as well embrace the conventional 'new normal' behavior of performing task and responsibility, build hi-tech capability and show flexibility and desire to embrace changes in technology. Utilization of effectual and well-organized response strategies is also indispensable in assisting institutions minimize the pessimistic effects of Corona Virus particularly in academic institutions.

### **Authors Contributions**

The lead author contributes 45% which involve the introduction through literature review and research methodology, the second author contributed 35% dealing analysis of data and the last author contributed 25% dealing with field work and conclusion of the study accordingly.

### **Competing interest**

There is no single competing interest.

## **References**

- Analoui, F. (2000). What motivates senior managers?. The case of Romania. *Journal of Managerial Psychology*, 15(4), 324-340. <https://doi.org/10.1108/02683940010330984>
- Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, 34, 105-114. <https://doi.org/10.1016/j.jhtm.2018.01.004>
- Akkermans, J., Richardson, J., & Kraimer, M. L. (2020). The Covid-19 crisis as a career shock: Implications for careers and vocational behavior. *Journal of Vocational Behavior*, 119, 103434. <https://doi.org/10.1016/j.jvb.2020.103434>

- Aniței, M., Stoica, I., & Samsonescu, M. (2013). Particularities of personality traits and perceived stress at workplace for the young workers in Romania. *Procedia-Social and Behavioral Sciences*, 84, 1010-1014. <https://doi.org/10.1016/j.sbspro.2013.06.690>
- Boneva, T., Golin, M., Adams-Prassl, A., & Rauh, C. (2020). Inequality in the impact of the coronavirus shock: Evidence from real time surveys. *Discussion Paper Series 13183, Institute of Labor Economics*. <https://doi.org/10.5167/uzh-189496>
- Blustein, D. L., Duffy, R., Ferreira, J. A., Cohen-Scali, V., Cinamon, R. G., & Allan, B. A. (2020). Unemployment in the time of COVID-19: A research agenda. *Journal of Vocational Behavior*, 119, 103436. <https://doi.org/10.1016/j.jvb.2020.103436>
- Burke, W. (2018). *Organization change: Theory and practice*. Sage Publications.
- Bercu, A. M., & Onofrei, M. (2017). The empirical research on civil servants' motivation: Evidence from Romania. *Managing Global Transitions*, 15(4), 399-417. <https://doi.org/10.26493/1854-6935.15.399-417>
- Cristescu, A., Stanilă, L., & Andreica, M. E. (2013). Motivation of the public employee in Romania in the context of the economic crisis. *Theoretical and Applied Economics*, 20(10), 49-64.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (pp. 687–732). Consulting Psychologists Press. <https://doi.org/10.4236/psych.2020.1112118>
- Chaturvedi, S. (2020). COVID-19 pandemic: Are we witnessing the first world war?. *Indian Journal of Public Health*, 64(2), 99-101.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. *Personnel Selection in Organizations*, 3570, 35-70.
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work?. *Labour Economics*, 4(4), 341-372. [https://doi.org/10.1016/S0927-5371\(97\)00010-9](https://doi.org/10.1016/S0927-5371(97)00010-9)
- Chin, W. S., & Rasdi, R. M. (2014). Protean career development: Exploring the individuals, organizational and job-related factors. *Asian Social Science*, 10(21), 203-215. <http://dx.doi.org/10.5539/ass.v10n21p203>
- Chang, Y., & Edwards, J. K. (2015). Examining the relationships among self-efficacy, coping, and job satisfaction. Using social career cognitive theory. *Journal of Career Assessment*, 23(1), 35–47. <https://doi.org/10.1177/1069072714523083>
- Duffy, R. D., Bott, E. M., Allan, B. A., & Autin, K. L. (2014). Exploring the role of work volition within social cognitive career theory. *Journal of Career Assessment*, 22(3), 465-478. <https://doi.org/10.1177/1069072713498576>
- Dauda A., Omale S. A., & Mohammed, A. (2022). Moderating effects of gender equality on responsiveness and patients satisfaction. *Journal of Management, Economics, and Industrial Organization*, 6(2), 83-97. <https://doi.org/10.31039/jomeino.2022.6.2.6>

Dill, K. (2020, August 8). When the CEO can't get on a plane, deputies step up. *Wall Street Journal*. <https://www.wsj.com/articles/when-the-ceo-cant-get-on-a-plane-deputies-step-up-11596879002>.

Eby, D. W., Molnar, L. J., Zhang, L., St Louis, R. M., Zanier, N., Kostyniuk, L. P., & Stanciu, S. (2016). Use, perceptions, and benefits of automotive technologies among aging drivers. *Injury Epidemiology*, 3(1), 1-20. [doi.org/10.1186/s40621-016-0093-4](https://doi.org/10.1186/s40621-016-0093-4)

Fisher, M., & Bubola, E. (2020, March 15). As corona virus deepens inequality, inequality worsens its spread. *New York Times*. <https://www.nytimes.com/2020/03/15/world/europe/coronavirus-inequality.html>

Hajizadeh, A., & Zali, M. (2016). Prior knowledge, cognitive characteristics and opportunity recognition. *International Journal of Entrepreneurial Behavior & Research*. 22(1), 63–83. [doi.org/10.1108/IJEER-05-2015-0110](https://doi.org/10.1108/IJEER-05-2015-0110)

Hoppock, R. (1935). *Job Satisfaction*. Harper and Brothers.

Hamouche, S. (2020). COVID-19 and employees' mental health: stressors, moderators and agenda for organizational actions. *Emerald Open Research*, 2. <https://doi.org/10.35241/2Femeraldopenres.13550.1>

Henry, G. T. (1990). *Practical Sampling*. Sage Publications.

Jemini-Gashi, L., Duraku, Z. H., & Kelmendi, K. (2021). Associations between social support, career self-efficacy, and career indecision among youth. *Current Psychology*, 40(9), 4691-4697. <https://doi.org/10.1007/s12144-019-00402-x>

Jensen, M. E., & Meckling, W. H. (1995). Specific and general knowledge and organizational structure. *Journal of Applied Corporate Finance*, 8, 4-18. <https://doi.org/10.1111/j.1745-6622.1995.tb00283.x>

John, M. A., & Brian, D. J. (2020). Leading change in response to COVID-19. *The Journal of Applied Behavioral Science*, 56(3), 272–278. <https://doi.org/10.1177/0021886320973809>

Kirby, T. (2020). Evidence mounts on the disproportionate effect of COVID-19 on ethnic minorities. *The Lancet Respiratory Medicine*. [https://doi.org/10.1016/S2213-2600\(20\)30228-9](https://doi.org/10.1016/S2213-2600(20)30228-9)

Liguori, E., Winkler, C., Vanevenhoven, J., Winkel, D., & James, M. (2020). Entrepreneurship as a career choice: intentions, attitudes, and outcome expectations. *Journal of Small Business & Entrepreneurship*, 32(4), 311-331. <https://doi.org/10.1080/08276331.2019.1600857>

Lamm, E., Tosti-Kharas, J., & King, C. E. (2015). Empowering employee sustainability: Perceived organizational support toward the environment. *Journal of Business Ethics*, 128(1), 207-220. <https://doi.org/10.1007/s10551-014-2093-z>

Lee, T. C., Yao-Ping Peng, M., Wang, L., & Hung, H. K. (2021). Factors influencing employees' subjective wellbeing and job performance during the COVID-19 global pandemic: The perspective of social cognitive career theory. *Frontiers in Psychology*, 12, 577028. <https://doi.org/10.3389/fpsyg.2021.577028>

Hamid, M., Wahab, S. A., Hosna, A. U., Hasanat, M. W., & Kamruzzaman, M. (2020). Impact of coronavirus (COVID-19) and employees' reaction to changes on employee performance of

Bangladesh. *The International Journal of Business & Management*, 8(8), 34-43.  
<https://doi.org/10.24940/theijbm/2020/v8/i8/BM2008-013>

McNeilly, K., & Goldsmith, R. E. (1991). The moderating effects of gender and performance on job satisfaction and intentions to leave in the sales force. *Journal of Business Research*, 22(3), 219-232. [https://doi.org/10.1016/0148-2963\(91\)90003-G](https://doi.org/10.1016/0148-2963(91)90003-G)

Mintzberg, H. (1979). *Structure in fives: Designing effective organizations*. Prentice-Hall.

Matei, A. I., & Fataciune, M. (2016, February). Exploring the job satisfaction of public and private employees in Romania. In *Proceedings of the 10th International Conference on Business Administration (ICBA16)* (pp. 138-145).

Matei, M. C., & Abrudan, M. M. (2016). Adapting Herzberg's two factor theory to the cultural context of Romania. *Procedia-Social and Behavioral Sciences*, 221, 95-104.  
<https://doi.org/10.1016/j.sbspro.2016.05.094>

Mihalcea, A. (2014). Leadership, personality, job satisfaction and job performance. *Procedia-Social and Behavioral Sciences*, 127, 443-447. <https://doi.org/10.1016/j.sbspro.2014.03.287>

Monica, V. A., Ioana, L. S., Viorela, L. V., Gabriela, M. M., & Nicolae, S. B. (2021). The impact of Covid-19 on financial management: Evidence from Romania, *Economic Research-Ekonomska Istraživanja*, <https://doi.org/10.1080/1331677X.2021.1922090>.

Ng, T. W., & Feldman, D. C. (2009). Age, work experience, and the psychological contract. *Journal of Organizational Behavior*, 30(8), 1053-1075. <https://doi.org/10.1002/job.599>

Foss, N. J. (2021). The impact of the Covid-19 pandemic on firms' organizational designs. *Journal of Management Studies*, 58(1), 270. <https://doi.org/10.1111%2Fjoms.12643>

Omale, S. A., Oriaku, C. C., Nwogbo, D. C., & Ardo, M. A. (2022). Dynamic of workforce motivation on profit optimization and performance of Nigerian banks. *International Journal of Business and Management Invention (IJBMI)*, 11(3), 28-35.

Ölçer, F., & Florescu, M. (2015). Mediating effect of job satisfaction in the relationship between psychological empowerment and job performance. *Theoretical and Applied Economics*, 22(3), 111-136.

Omale, S. A. (2016). The effect of cultural norms and values on virtual organizations' performance in Nigerian banking sector. *International Business and Management*, 12(2), 18-28.  
<https://doi.org/10.3968/8241>

Omale, S. A. (2015). Impact assessment of inter-organizational trust on virtual organizations performance in Nigerian service firms. *Journal of Business and Management*, 12(1), 6-19.  
<https://doi.org/10.3968/8199>.

Origo, F., & Pagani, L. (2006). Is work flexibility a stairway to heaven? The story told by job satisfaction in Europe. *Working Paper Series*, 97, 1-19.

Ohanian, L. (2010). The economic crisis from a neoclassical perspective. *Journal of Economic Perspectives*, 24, 45-66. <https://doi.org/10.1257/jep.24.4.45>

Pavalache-Ilie, M. (2014). Organizational citizenship behaviour, work satisfaction and employees' personality. *Procedia-Social and Behavioral Sciences*, 127, 489-493.  
<https://doi.org/10.1016/j.sbspro.2014.03.296>



Ralph, P., Baltes, S., Adisaputri, G. *et al.* (2020). Pandemic programming. *Empirical Software Engineering*, 25(6), 4927-4961. <https://doi.org/10.1007/s10664-020-09875-y>

Thompson, M. N., Dahling, J. J., Chin, M. Y., & Melloy, R. C. (2017). Integrating job loss, unemployment, and reemployment with social cognitive career theory. *Journal of Career Assessment*, 25(1), 40-57. <https://doi.org/10.1177/1069072716657534>

Tampu, D. L. I., & Cochina, I. (2015). Motivation & employee performance. In *Proceedings of the International Management Conference* (Vol. 9, No. 1, pp. 812-821).

Larisa, T. D. (2016). Key Facts about Motivation on Romanian Employers. In *Entrepreneurship, Business and Economics-Vol. 1* (pp. 217-227). Springer, Cham. [https://doi.org/10.1007/978-3-319-27570-3\\_18](https://doi.org/10.1007/978-3-319-27570-3_18)

Schultz, P. P., Ryan, R. M., Niemiec, C. P., Legate, N., & Williams, G. C. (2015). Mindfulness, work climate, and psychological need satisfaction in employee well-being. *Mindfulness*, 6(5), 971-985. <https://doi.org/10.1007/s12671-014-0338-7>

Shepard, E., Clifton, T. J., & Kruse, D. (1996). Flexible work hours and productivity: Some evidence from the pharmaceutical industry. *Industrial Relations: A Journal of Economy and Society*, 35(1), 123-139. <https://doi.org/10.1111/j.1468-232X.1996.tb00398.x>

Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of vocational behavior*, 119, 103435. <https://doi.org/10.1016/j.jvb.2020.103435>

Shan, C., & Tang, D. Y. (2020). The value of employee satisfaction in disastrous times: Evidence from COVID-19. *Available at SSRN 3560919*. <https://dx.doi.org/10.2139/ssrn.3560919>

Săveanu, T. & Săveanu, S. M. (2011). Do we really hate our jobs? Determinants of job satisfaction in Romania. *Annals of the University of Oradea, Economic Science Series*, 20(2), 723-729.

Sasaki, N., Kuroda, R., Tsuno, K., & Kawakami, N. (2020). Workplace responses to COVID-19 associated with mental health and work performance of employees in Japan. *Journal of Occupational Health*, 62(1), e12134. <https://doi.org/10.1002/1348-9585.12134>

Vaziri, H., Casper, W. J., Wayne, J. H., & Matthews, R. A. (2020). Changes to the work–family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *Journal of Applied Psychology*, 105(10), 1073. <https://psycnet.apa.org/doi/10.1037/apl0000819>

Vroom, V. H. (1964). *Work and motivation*. John Wiley and Sons.

Waldman, D. A., & Spangler, W. D. (1989). Putting together the pieces: A closer look at the determinants of job performance. *Human Performance*, 2(1), 29-59. [https://doi.org/10.1207/s15327043hup0201\\_2](https://doi.org/10.1207/s15327043hup0201_2)

Watanabe, S. (2016). Technology shocks and the great depression. *The Journal of Economic History*, 76(3), 909-933. <https://doi.org/10.1017/S0022050716000772>

Wang, C., Cheng, Z., Yue, X. G., & McAleer, M. (2020). Risk management of COVID-19 by universities in China. *Journal of Risk and Financial Management*, 13(2), 36. <https://doi.org/10.3390/jrfm13020036>

Omale, S. A., Oyenuga, M., & Gurin, I. M. (2023). Effects of Covid-19 pandemic on organizational transformation and employee's performance. *Journal of Management, Economics, and Industrial Organization*, 7(1), 16-33. <http://doi.org/10.31039/jomeino.2022.7.1.2>

Wolor, C. W., Dalimunthe, S., Febrilia, I., & Martono, S. (2020). How to manage stress experienced by employees when working from home due to the Covid-19 virus outbreak. *International Journal of Advanced Science and Technology*, 29(5), 8359-64. Retrieved from <http://sersc.org/journals/index.php/IJAST/article/view/18655>

Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*. 15(1), 6–24. <https://doi.org/10.1108/02683940010305270>