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DARBNIEKU MOTIVĀCIJA COVID-19 PANDĒMIJAS
APSTĀKĻOS.

Employee's Motivation during COVID-19 pandemic.

BACHELOR'S THESIS

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ANNOTATION

The research work builds on the contemporary problem associated with COVID-19 today. The problem that is explored in the work is related to the fact that COVID-19 negatively affects the motivation of white-collar workers, as well as their productivity. The purpose of the author's work is to provide recommendations based on the analysis of the problem, the literature used, and the results of his own research, which could be useful for companies in solving the problem investigated by the author. The results of the research that were carried out in this scientific work confirmed the presence of this problem. According to employees, as well as HR specialists, COVID-19 really has a devastating effect on the motivation of company employees.

Keywords: human resource management, employee's motivation, COVID-19 effects, remote work, teleworking, quantitative research method, qualitative research method.

ANOTĀCIJA

Bakalaura darba pamatā ir šodienas COVID-19 problemātiskais jautājums. Bakalaura darbā tiek pētīta negatīva COVID-19 ietekme uz darbinieka motivāciju un produktivitāti. Bakalaura darba mērķis ir sniegt uzņēmumam noderīgus priekšlikumus, balstoties uz problēmas analīzi, izmantoto literatūru un autores veikto pētījumu rezultātiem. Bakalaura darba pētījuma rezultāti apstiprināja problēmas esamību. Pamatojoties uz datiem, kas saņemti no darbiniekiem un personāla speciālistiem, tiek secināts, ka COVID-19 graužoši ietekmē uzņēmuma darbinieku motivāciju.

Atslēgvārdi: cilvēkresursu vadība, darbinieku motivācija, COVID-19 ietekme, attālināts darbs, kvalitatīvā pētījuma metode, kvantitatīvā pētījuma metode.

INTRODUCTION

Nowadays time can be described as a difficult or even crisis time for huge amount of people. For the second year in a row, the COVID-19 pandemic has been spreading in the world, which has greatly affected the daily life of people, their safety, health care, and also had a strong impact on the world's economic situation. All this was caused by the presence of this virus, as well as the response from the states, which introduced the need to isolate and close many public measures. All these factors responsible for the fight against the pandemic have made COVID-19 the main problem in the world today.

COVID-19 negatively affects not only the physical condition of people, but also psychologically. Since the number of layoffs began to rise with the decline in economic growth. This creates additional excitement among employees. After all, if at the very beginning people were afraid of getting sick with this virus, now they also feel fear of losing their jobs due to the pandemic and restrictions. Therefore, within the framework of this scientific work, this virus can be considered as a source of negative impact on company employees. The fact is that the author of the scientific work chose this topic for a reason. This work continues the theme of the previous course work, the theme of which was "Motivation and stimulation personnel as a solving problem of staff turnover". Already in previous year author was studying the social aspect of the work of HR departments. However, in his bachelor's work, the author studies the problems associated with white-collar workers and further in the work they will already be presented as "employees". Nowadays, with the advent of COVID-19, the social aspect and the topic of HR has become even more relevant, because the employees of the companies are definitely susceptible to the influence of this virus, which affects their work. Today, during the coronavirus pandemic, this issue has become more acute. Because it is necessary to adapt to new conditions, if there is talk about the companies and their employees. Not every employee can work during these stressful times and perform well. This is where the problem of employee motivation is born.

The problem is relevant if we consider it from the point of view of the danger of contracting a virus or effect on employees. For example, the International Labor Organization has released a publication titled "In the face of a pandemic: Ensuring Safety and Health at Work." This article discusses and addresses the challenges posed by COVID-19 and the threat it poses to workers. Different countries, companies and workers in organizations face a major challenge as they try to combat COVID-19 by ensuring safety at work, protecting the health of employees. The outbreak of COVID-19, due to which isolation measures were introduced and the closure of the enterprise, also leads to the fact that some employees lose their jobs

and, as a result, also lose their only source of income. This whole situation also causes stress, which is associated with uncertainty. These factors affect the well-being and condition of people, leading depression. Harvard Business School, which released the publication "COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action," featuring 29 authors from various universities around the world. Also discusses the impact and challenges of COVID-19, focusing specifically on workers and teleworking. Issues such as layoffs, stress and burnout among workers are raised which are associated with the deterioration of the working conditions created by COVID-19. As a result, the author of the scientific work proposes a hypothesis that COVID-19 negatively affects the motivation of company white-collar workers. In particular bachelor work author try to find out the final impact of the coronavirus on white-collar workers and their motivation, as well as their productivity.

The goal of the bachelor theses is to investigate and determine how COVID-19 affects the motivation of white-collar workers in companies, using Action company example.

The tasks of the bachelor work:

- To collect a theoretical foundation and provide it in the work.
- To analyse the impact of COVID-19 on the economic situation and employees and demonstrate it in statistics.
- To create and to conduct empirical research that provides insight into employee opinions on the topic how COVID-19 effect on them.
- To provide own conclusions and recommendations.

Research methods used in this work:

- Quantitative research method.
 - Survey.
- Qualitative research method.
 - Interview.

For empirical research, the author used two methods that will best help achieve the goals. The first is a quantitative survey method that will provide the general opinion of the majority of employees on how COVID-19 affects their motivation and performance. The author used a questionnaire in the online google form to collect the results. The quantitative research method was carried out from April 12 to May 3. During this period of time, the questionnaire was available for respondents to fill out. The second method is qualitative using

interviews. The interview will help to get an opinion from the company's employees from HR departments who work with people and deal with motivation problems in the company. It is based on their experience that the author will be able to provide the opinion of these people on the topic the impact of COVID-19 on the motivation and productivity of employees.

The structure of the scientific work consists of three parts. At the time of writing the bachelor's work, the author considered that it was this structure that would be able to perfectly reflect his goals and achieve the desired result. The first thing to note is that the author of the work began with the theoretical part. The theoretical aspect plays an important role because it brings up to date and providing background of the topic. The theory describes the aspect of human resource management, describes such concepts as motivation and the factors that affect it. Since the author's research is related to motivation, at the very beginning of the work, it is necessary to provide as much information as possible about this.

Furthermore, after the first chapter, the work provides statistics on this issue and this is the second, analytical part. The purpose of this chapter is to provide information on COVID-19, its impact on economic factors such as GDP, unemployment, and of course, the most important condition of workers. How changes in these factors affected workers. All this is supported by the official data of the statistical bureau, received over the past year, thus the information is relevant.

The final part of scientific work is empirical research, in which the author conducts his own research based on similar works by others by the author. It should be noted that the author of the work is not an innovator and does not bring any innovations. It builds on already done research and results. In his work, the author used two methods, quantitative and qualitative. For the quantitative method, a survey was created that solicited the opinions of white-collar workers on how their lives changed during COVID-19, impact of COVID-19 on their motivation and performance.

Next is the qualitative method for which the interview was created. The interview was needed to get the opinion of the employees of the HR department. Based on their experience and knowledge, the author was able to obtain more detailed answers to the same topic, which provided him with more variability among the results.

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1. THEORETICAL BACKGROUND OF THE HUMAN RESOURCE FIELD.

1.1. The main aspects and definition of HR.

In order to delve deeper into the problem raised in scientific work, it is necessary to start small. The theoretical aspect in this matter is of great value. That is why in order to begin the analysis of the problem, it is necessary to understand its origin. At the beginning of the scientific work, the author will consider and provide a clear picture of what human resource management means. There are many concepts, terms and methods that have their own names and are related to human resource management. It is the knowledge of this issue that will allow us to understand the main problem, which the author of the scientific work took as a basis. This subchapter will be devoted to this particular issue. In order to form a background of what human resources management is why it is needed and what its importance is. Then creator will move more smoothly to more detailed aspects of the theoretical part, smoothly leading to the problem of subordinate's motivation during pandemic time.

In order to better understand the theoretical aspect of the problem under study, the author has prepared the necessary list of literature, books, scientific articles and other important sources. However, the author decided to start his work with a very important source, which created by a popular author, who became famous in the Human Resource Management books, as the author of well-known bestsellers in the UK. In the following paragraphs, his ideas, practices, which he wrote about in his books, will be presented. Michael Armstrong's books have sold over a million copies and have been translated into 21 languages. And the author himself has vast experience in management, especially in the coordination and management of personnel.

In case of trying to delve into this issue, it is necessary to start by defining this concept. Human resource management is the process, which can be explained as strategic method of controlling most valuable assets of company - the employees of the organization. It is people, who work in there and reach collectively or individually organization's aims. The concept of HRM was creating more than 30 years ago. The first mentioning of this concept was made by the Michigan School. They was convinced and believed that HR processes and

the structure of the organisation must be handled in a manner compatible with organizational strategy.¹

The field of human resource management has undergone major transformations. Human resource management are different management systems that help to more effectively use people in a company, or in other words, the human resources of an organization. Moreover, skilful management of employees allows the corporation to achieve its organizational goals. The size of the company does not matter, it can be a large enterprise or a small office, and human resource management must be carried out. Recruiting new people, training them and resolving controversial issues, all of this must be done. Human resource is also associated with a large number of legislative aspects, which is why qualified HR specialist is very important. Based on this, the sphere of human management continues to change and be supplemented by new responsibilities. For example, the authors of the book "Human Resource Management" Robert Mathis and John Jackson argue that human resource management is more than just administrative work: training, remuneration and hiring. It is necessary to think about HR management so that employees become an important component of the company, providing effective and successful competent in the marketplace. If an organization can build a reputation among its employees as a place of competitive pay, growth, and flexibility, it will attract many good and experienced people who can contribute. From other side, it will also increase its authority among others, as a good employer. The main idea of this strategy is to consider people as the fixed capital of the firm.²

An important aspect of the study of the theoretical component is information about international HR. International Human Resource Management can be viewed as a set or list of management actions that aim to ensure and deliver best practices for recruiting, retaining, deploying, developing and using human resources in an international context. It is also the formation of relationships between a large number of processes, as well as a huge number of participants, at the global, industry, international levels.³

In the opinion of other authors, international human resource management cannot be defined as a special function to perform. For the most part, it can be interpreted more as an

¹ Armstrong, M. (2006). A Handbook of Human Resource Management Practice. 10TH EDITION ed. [online] London: Kogan Page, p.4. Available at: [dspace.kottakkalfarookcollege](http://www.dspace.kottakkalfarookcollege)

² Mathis, R.L. and Jackson, J.H. (2008b). Human Resource Management. 12th ed. [online] Mason, Oh: Thomson/South-Western, p.4. Available at: <http://www.microlinkcolleges.net/elib/files/undergraduate/Management/Human%20Resource%20Management%2012%20Edi.pdf>.

³ Mustafa Özbilgin, Dimitria Groutsis, & Harvey, W. S. (2014). International human resource management (pp. 13–15). Cambridge University Press.

aspect of the creation and development of a strategy in the field of human resources. In other words, this can be characterized as additional difficulties for a company wishing to do business on a global scale.⁴

For a more detailed analysis, it is worth considering the 1970s, when the goal of HR managers was completely different from what it is today. The goal was not to manage personnel and deal with personnel issues, but rather to conduct tough negotiations with trade unions, the services of which were then used by many workers. However, this aggressive practice had an unsatisfactory result for companies, as a result of which workers turned to trade unions even more and the relationship between organizations and their workers deteriorated rapidly. It also affected the company's production, as employees worked worse, income fell. However, in 1989 Professor David Guest proposed a new policy that significantly differentiates the new concept of human resource management from the old one. The main focus of his proposal was that companies should take care of their employees. If organizations can encourage employee willingness to work, engage in employee loyalty, offer more flexible work schedules, explain the company's main goals and how employees can influence this - the overall result. The fulfilment of all these functions will lead to an improvement in the situation with employees in the company. Based on that, it can be argued that employee care began in the 1990s. By caring for people and thinking about their feelings, managers encourage them to work better and more efficiently.⁵

This type of management is acting owing to a lot of factors and ways. The author provided these systems with a quote, taking them from the Handbook of Human Resource Management Practice by Michael Armstrong. One of these is human resource systems, which include and combine together:

- “HR philosophies describing the overarching values and guiding principles adopted in managing people.”⁶

Philosophy in general. A set of rules, values or basic principles, which must not only be guided, but also taken into account, during daily working activities or during in process of managing people.

⁴ Morley, M. J., Heraty, N., & Collings, D. G. (2006). Introduction: International Human Resource Management and International Assignments. *International Human Resource Management and International Assignments*, 1–23. https://doi.org/10.1007/978-1-349-72883-1_1

⁵ Osibanjo, O.A. and Adeniji, A. (2012). *Human Resource Management: Theory and Practice*. First ed. [online] ResearchGate, Pumark Nigeria Limited. Page, p.5 Available at: [researchgate.net](https://www.researchgate.net)

⁶ Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. 10TH EDITION ed. [online] London: Kogan Page, p.4. Available at: [dspace.kottakkalfarookcollege](https://www.dspace.kottakkalfarookcollege.edu.in/)

- “HR strategies defining the direction in which HRM intends to go.”⁷

Based on the fact that company can define and create their strategies for all departments, human resource department must follow particular organization's aims. It will depend on company's culture and policy. They should show how the organization prefers to work with their subordinates. Due to this fact HR should act in particular way.

- “HR policies, which are the guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of HRM.”⁸

That may be a single organization's official guidelines and recommendations. They are introduced to regulate the various functions of the human resource department in hiring, training, evaluating and rewarding their employees.

- “HR processes consisting of the formal procedures and methods used to put HR strategic plans and policies into effect.”⁹

Procedures to ensure that all rules and tasks in HR processes are clearly followed. It also contributes to the achievement of plans and strategic objectives.

- “HR practices comprising the informal approaches used in managing people.”¹⁰

Sometimes, you need to think and act informally to solve some issues. Recruitment process, training and development, accountability, employee compensation, employee incentives, payment and assessments, compliance, and terminations are included in general branches of human resource management.

- “HR programmes, which enable HR strategies, policies and practices to be implemented according to plan”¹¹

Additional knowledge and working techniques contributing the working potential in particular branch. It provides opportunity to improve qualifications of employees and at the same time workers of the HR department.

⁷ Armstrong, M. (2006). A Handbook of Human Resource Management Practice. 10TH EDITION ed. [online] London: Kogan Page, p.4. Available at: dspace.kottakkalfarookcollege

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Armstrong, M. (2006). A Handbook of Human Resource Management Practice. 10TH EDITION ed. [online] London: Kogan Page, p.4. Available at: dspace.kottakkalfarookcollege

Professor David E. Guest, in his research paper "Human Resource Management and Corporate Performance in the UK" for a British magazine, also argues about HR practices. The thought is that companies are always looking for competitive advantages that will enable them to dominate the market. Using valuable and quality resources is one of the ways for company to dominate on the market. These resources also include human resources. Competent and skillful management of people can provide a company with a large number of advantages. Based on this, it is possible to draw a link between HRM and performance in any organization. The argument presented above is that efficient use of human resources in a company can provide a strong, competitive advantage for the company. (Barney, 1995) The second point is that a company can also achieve skillful or efficient deployment of human resources¹², employing distinctive combinations of practices, sometimes described as sets of practices. (MacDuffie, 1995)¹³

However, Core Competency is the basis for creating a competitive advantage. This concept can be interpreted as a unique ability that creates high value and differentiates the organization from competitors. Research in this area has confirmed that human resources can be a key factor in creating a competitive advantage. Moreover, based on this, many companies are also accustomed to claim that their human capital distinguishes them from competitors and is very important to them. As the result, the authors Robert Mathis and John Jackson confirm both the idea and agree with Professor David E. Guest that human resources can be an important factor, which contribute competitive advantage of companies, it is only important to manage and use them correctly.¹⁴

Human resource management also includes a large number of concepts and strategies related to this phenomenon. One of them is Human Resources Planning. The method of locating the correct number of elements at the required period, with the skills needed, and for the activities that will help the company strategy and goals is known as human resource planning. Human resource planning is an important role of human resource management that is crucial for enterprises. The need for reasonable and necessary staff for each field of the company is predetermined, as is where, when, how the employees who might work in the company will be given. Human resources preparation is an operational forecast that seeks to leverage the organization's current human resources in the most reasonable manner possible

¹² ManagementMania (2012). Staff Deployment & Staffing. [online] ManagementMania.com. Available at: managementmania.com

¹³ Guest, D.E., Michie, J., Conway, N. and Sheehan, M. (2003). Human Resource Management and Corporate Performance in the UK. *British Journal of Industrial Relations*, 41(2), pp.291–314. Available at: researchgate.net

¹⁴ Mathis, R.L. and Jackson, J.H. (2008b). *Human Resource Management*. 12th ed. [online] Mason, Oh: Thomson/South-Western, p.6. Available at: microlinkcolleges.net

and to settle on the efficiency and amount of personnel resources from now on. Workers in the enterprise are a cost variable that is converted into a factor of production by human resource planning. It may also be argued that human resource planning has a particular function that assists in determining a company's productivity and profitability. That's also critical for the company because it is an innovative tool that allows it to accurately and efficiently use its existing and future human resources' capacity.¹⁵

The following roles of a corporate enterprise should be covered by human resource planning. The author provided these functions with a quote, taking them from the scientific article "Impact of training on employee motivation in human resources management" by Banu Ozkeser.

- “To ensure the effectiveness of human resources,
- To ensure the harmony between the activities of the employees and the objectives of the organization,
- To ensure the efficiency of the employment of the new employees,
- To ensure the use of the human resources information system in the activities of the employees and the organizational units,
- To help in the coordination of all human resources activities.”¹⁶

Based on these functions, it is possible to get an idea of how human resource management works. Moreover human resource department is the division that exists in each company, which is responsible for such tasks as selecting personnel for the organization, checking and training them, and also dismissing and resolving internal administrative issues in the company. Nowadays, this department plays a key role in the competitive market, as it provides companies with experienced and strong employees, carefully selecting them for interviews. The human resources department is an important, if not critical, component of any business, regardless of the size of the organization. It aims to maximize employee productivity and protect the company from any problems that may arise in the workforce. Personnel duties include remuneration and benefits, recruitment, termination and compliance with any laws that may affect the company and its employees. Human resource management is an essential skill for every serious organization. As this parameter helps companies achieve the best productive result of their employees by improving the skills of employees, providing them with training and motivating them. Also, specialists in the personnel department provide

¹⁵ Ozkeser, B. (2019). Impact of Training on Employee Motivation in Human Resources Management. *Procedia Computer Science*, 158, pp.802–810. Available at: [researchgate.net](https://www.researchgate.net)

¹⁶ Ibid.

protection for employees of the company from possible problems, helping to resolve them; this is what concerns the internal policy of the company. In addition, the Human Resources Department provides benefits and rewards for distinguished employees, supporting their motivation and desire to work in this company at the optimal level. ¹⁷

Also, human resources management can be defined as a strategic approach to managing more valuable parts of the organization, for example, people who are responsible for achieving the goals of the company. And the overall goal of human resource management can be to ensure that the company is able to achieve success for its goals, through more experienced staff.

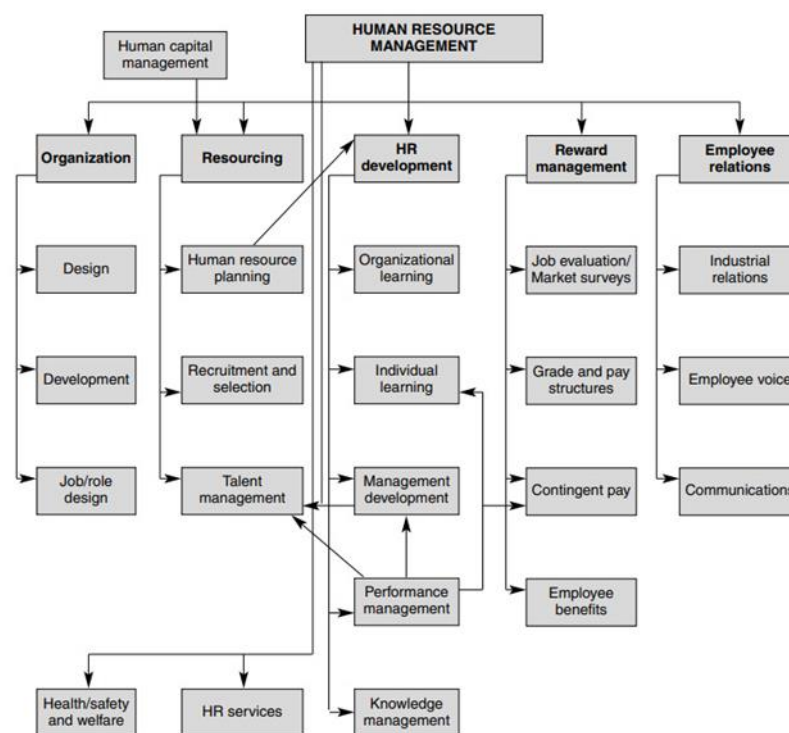


Figure 1.1 HRM activities¹⁸

Structured picture above show how many activities human resources management is responsible for. This is the development of human resources in general, reward management, employee relations, organization in general and resourcing. Each of the activities has its own additional points, more specifically characterizing them. For example, in employee relations, this is the voice of the employee, industrial attitude, and business communication. And in reward management, these are various types of payments, employee benefits, etc. Thanks to

¹⁷ [WILL KENTON](#), Human Resources (HR), Jul 28, 2020 –[Human Resource Management Definition \(investopedia.com\)](#)

¹⁸ Armstrong, M. (2006). A Handbook of Human Resource Management Practice. 10TH EDITION ed. [online] London: Kogan Page, p.5. Available at: [dSPACE.kottakkalfarookcollege](#)

all of this, it can be seen how human resource management can be a complex and time-consuming process with various, additional specifics. Each of them is responsible for its own department and brings something special to the entire personnel department. In this scientific work, authors will focus only on award management, namely, what stimulates the growth of motivation of company employees. This will be presented below in the following subchapters.

Distinctive activities in human resources develop key competencies that dictate how businesses perform and compete. Extensive analysis has found that such policies can have a significant impact on the performance of businesses. HRM techniques seek to promote corporate performance improvement projects by implementing initiatives in fields such as information management, resource management and simply building 'a great place to work'. More precisely, the development of ongoing enhancement and customer relations policies may be concerned with HR techniques.¹⁹

In the field of HR, there is such a notion as Human Capital. This is exactly what the organization is managing. This concept means not only the employees of the organization, but also the idea that the result and the output that people bring and contribute to the success of the company can also be called human capital. In other words, this term can be characterized more simply, for example, the collective value or total value of all abilities, skills, experience of all people working within the company. Intellectual capital can also be synonymous.²⁰

The HR department is an important part of every company and that is why you should pay more attention to it and have a good understanding of its work. In subsequent chapters, the author will try to explore this issue deeper, moving on to the concepts and methods that are used in HR.

1.2. Explanation of the concept of motivation

There are a lot of different departments in most companies, completing various tasks and duties. Usually in big organizations all aspect of activity is divided between these departments for most efficient work and results. Managers are responsible for performance of their departments, trying to manage subordinates more correctly and give clear orders. Sometimes happen situation that leaders cannot influence. Some of them it is problem with people: their productivity, a desire to work, any type of discontent of their work and working conditions. It is necessary to ensure that human resources willingly carry out their tasks. In

¹⁹ Armstrong, M. (2006). A Handbook of Human Resource Management Practice. 10TH EDITION ed. [online] London: Kogan Page, p.8. Available at: dspace.kottakkalfarookcollege

²⁰ Mathis, R.L. and Jackson, J.H. (2008b). Human Resource Management. 12th ed. [online] Mason, Oh: Thomson/South-Western, p.5. Available at: microlinkcolleges.net

other words, employees' desire to work is an important element in the company's growth. Moreover, in most companies now understand that a vital success driver for them is well-trained workers. Another aspect impacting the performance of businesses, as is known by this argument, is the well-qualified workers.²¹

However, on the other hand, what definition can the word "motivation" have? Motivation is defined as the feeling dependent on which a people act in relation to a certain task or action. Motivation is a force in human psychology that induces or forces a person to behave in a certain way. A individual is happy, optimistic, excited & self-driven when the motivation is good, and if it is negative motivation, the individual is demotivated, depressed, lethargic & depressive. All of these can effect on the work performance. Without any doubts motivation is significant factor for employees, because it effect on the work, ambition and desire of human to complete any type of work or tasks. An individual with low morale levels, on the other hand, demotivates others, performs badly and generates a toxic environment.²²

Human resource management is a department, which has to solve similar problems with employee's behavior, and trying to improve their results. This is a division, which playing significant role in internal company environment. Human resource management focuses on company employees, their characteristics and behavior. It is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. Recruitment and selection of subordinates are the most important tasks that HRM does. All of these aspects need to be controlled for preventing problem with personnel's mood swings and as a result declining in total productivity of company or department.

Staffs are the foundation of any organization. People are the creators of organizations, determine their goals, choose methods, perform functions aimed at achieving goals. Staff is the most important resource used by all organizations without exception, and in this capacity the staff needs to be managed.

Nowadays, companies strive to be successful and strong, surviving in the face of strong competition. For this reason, organizations use different strategies and methods. The

²¹ Ozkeser, B. (2019). Impact of Training on Employee Motivation in Human Resources Management. *Procedia Computer Science*, 158, pp.802–810. Available at: https://www.researchgate.net/publication/336816165_Impact_of_training_on_employee_motivation_in_human_resources_management

²² MBA Skool Team, Human Resource (HR) Dictionary, (2020) - [Motivation. \(mbaskool.com\)](http://mbaskool.com)

company is committed to retaining its experienced and highly qualified employees by recognizing the importance of their work and how they can directly affect overall performance. As results, it helps in solving some of the problems associated with the personnel of the company, creating a strong and positive relationship between employees and the organization. Human capital is one of the main assets of a company that can lead an organization to success or failure. It depends on how the company operates and interacts with its employees. If employees are not satisfied with their work and are not interested in performing their tasks, then the organization will not be able to achieve the desired result.²³

Each employee has his own needs, which are important to him in different ways: starting from a good salary, ending with the opportunity to receive business trips. Managers as well as employees of HR departments need to monitor the behaviour of company subordinates and clearly understand what workers want to achieve in the company or receive. That is why it is important to understand what factors influence motivation positively, inspiring people and encouraging them to work better.²⁴

Nowadays, many people trying to find other reasons for working inspiration, that is why money-based motivation becoming less important and popular for employees. Research on this topic has shown that money is no longer the main requirement of people and the factor that can motivate them to work well. Gallup's research and results have shown this. Moreover, money in some aspects can demotivate people. This is due to the fact that the employee thinks more about the money he will receive after completing a difficult task. This prevents him from focusing on tasks. The subordinate also cannot get pleasure from the work done, the feeling of absence accomplishment due to the thought of money.²⁵

Money is certainly important and should not be dismissed as important. Nobody wants to work for free, and nobody likes it when their work is valued cheaply. However, this should be seen as reasonable boundaries, because at some point a person ceases to receive proper motivation from money. Money helps pay bills, support a family, and buy things that affect our mood. Motivation becomes a critical topic for management, because, trying to achieve the best results at the lowest cost of human resources and, accordingly, material resources, companies have no choice, but to get the trust from the employee.

²³ Ovidiu-Iliuta Dobre (2013). Employee Motivation and Organizational Performance. Available at: [semanticscholar.org](https://www.semanticscholar.org) [Accessed 28 Mar. 2020].

²⁴ Ibid.

²⁵ Chamorro-Premuzic, T. (2014). [Does Money Really Affect Motivation? A Review of the Research](#) [online] Harvard Business Review.

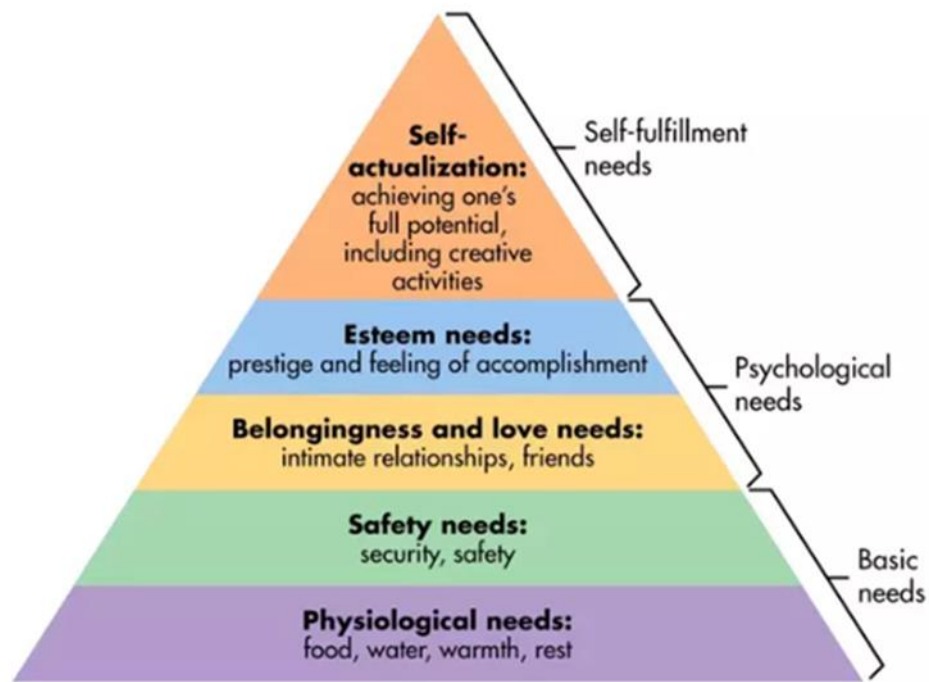


Figure 1.2 Maslow's pyramid concept. ²⁶

Maslow's Hierarchy of Needs is a theory invented by Abraham Maslow. The main idea of the theory that people are driven by five main categories of needs: physiological, safety, love, respect and self-actualization.. A person who is hungry will first seek food, after which he will try to build a shelter. Living in convenience and safety, a person will first be prompted by the need for social contacts, then strive for respect from others. Only then will a person feel inner satisfaction and respect of others, and his needs will begin to grow in accordance with his potential capabilities. Since with the development of man, his potential opportunities are constantly expanding, the need for self-expression can never be fully satisfied. Therefore, the process of motivation through needs is endless.²⁷

In other words, Abraham Maslow's hierarchy of needs can be used as a method for assessing community development needs. Moreover, it emphasizes that people have certain, basic needs that need to be met first. After that, it is can be possible to consider other needs also. Exactly what the author wrote about in the previous paragraph. Initially, it is necessary to satisfy only basic needs and requirements, moving on to more complex ones.

²⁶ Mcleod, S. (2020, March 20). Maslow's hierarchy of needs. Simply Psychology. <https://www.simplypsychology.org/maslow.html#gsc.tab=0>

²⁷ By Elizabeth Hopper. Maslow's Hierarchy of Needs Explained, Updated February 24, 2020 <https://www.thoughtco.com/maslows-hierarchy-of-needs-4582571#citation-1>

In essence, essential human needs have a solid basis on which all human needs in society can be built. Analysing each stage of the pyramid can demonstrate this.

1. **Physiological Needs:** The main and fundamental human needs are physiological needs. They are of decisive importance for a person. Examples of these needs are: food, water, clothing, shelter (shelter), sleep, and childbearing. These needs are responsible for the main human principle - survival and reproduction.²⁸

2. **Safety Needs or Security Needs:** Security needs refer to the protection and survival of an individual in chaotic conditions or situations. These situations can include social disturbance, physical danger of any kind. For example, conflicts, civil or state wars, terrorism, civil unrest or crises, kidnappings or massacres of people. There are also natural hazards such as natural disasters: floods, earthquakes, fires disasters.²⁹

3. **Belongingness and love needs:** Based on all of the above, when people feel safe they begin to feel the need to identify and belong to a social organization of family, community. This undoubtedly helps them to make an intelligent contribution to the development of the community. This phenomenon can be explained by the fact that a person has a need for communication and socialization. In the result, he begins to communicate with other people, creating or joining society.³⁰

4. **Esteem needs:** In the human world, ego needs can be related to as Esteem and Prestige needs. It is normal for people to pursue esteem and reputation in the human world when they are safe. People try to get reputation and prestige in their individual social classes, such as their families, workplace, peers, and acquaintances, among others, in their different societies in society. Moreover, respect and prestige are often pursued when an individual feels comfortable in a social community. People who meet their human needs for affection and belonging by belonging to a family community, a group of friends, or a professional group, for example, pursue self-respect, acceptance, prestige, status, and self-worth in their specific communities in different organizations in the society.³¹

²⁸ Hanachor, M.E. and Aruma, E.O. (2017). Abraham Maslow's Hierarchy of Needs and Assessment of Needs in Community Development - EA Journals. [online] EA Journals. Available at: ejournals.org

²⁹ Ibid.

³⁰ Ibid.

³¹ Hanachor, M.E. and Aruma, E.O. (2017). Abraham Maslow's Hierarchy of Needs and Assessment of Needs in Community Development - EA Journals. [online] EA Journals. Available at: ejournals.org

5. Self-actualization: It is the fifth level of Abraham Needs pyramid of desires, and it is concerned with people's desire to grow their latent abilities and ability in community. Self-actualization or self-realization needs assist individuals in developing the ability to use any of their latent abilities. In fact, this is the fulfilment of Abraham Maslow's self-actualization or self-realization requires in the society's hierarchy of needs theory.³²

Considering each of the steps of the Abraham Maslow pyramid, it is possible come to the conclusion that it is in the aggregate that all these needs form a single and complicated system. All of these needs directly affect people, as mentioned earlier. After reaching the first needs, people begin to feel the need to satisfy others. Moreover, today this also has an impact on work topics. Because the workers of enterprises also need to meet these needs. The management of companies, as well as specialists from the human resource departments, must foresee this, predict and work with it. As a result, it will help improve relationships with employees. Because the company will satisfy their needs, providing what they want, but this is not the whole philosophy of working with employees.

Personnel are divided into categories (managers, specialists, employees, workers); by professions, specialties and qualifications. Organizational goals clearly dominate personnel management. Because it is the organizational tasks and goals that unite all people in the company, their implementation and achievement of these goals. Staff, along with other resources, works to fulfil the mission and achieve the organization's goal. Human resource management is an activity performed at enterprises that contributes to the most efficient use of people to achieve organizational and personal goals.

There are attempts to combine organizational and personal goals in human resource management: Effectiveness of personnel management is the achievement of organizational, as applied to commercial organizations - profitability and stability of the enterprise and it is adaptability to future changes in the situation with minimal staff costs, and individual satisfaction with work and stay at the enterprise goals.³³

However, there has always been a demand for skilled workers. Companies have always tried to attract experienced and strong employees in different industries. This could help it ensure efficient performance. There is even a corresponding concept that implies the

³² Hanachor, M.E. and Aruma, E.O. (2017). Abraham Maslow's Hierarchy of Needs and Assessment of Needs in Community Development - EA Journals. [online] EA Journals. Available at: ejournals.org

³³ Tanuja A (2016). - [Difference between Organisational and Individual Goals](#) [online] Research Papers and Articles on Business Management

selection of experienced and good specialists. The pursuit of qualified specialists was called “headhunting”. The task of the HR is not just to read the sent resumes and conduct similar interviews with applicants. It is also including that successful HR-manager should bring valuable professionals into company to increase the productivity. A headhunter can be a whole company or one person. They provide their services, searching the necessary personnel for the customer. Organizations use their services in order to get employees who will meet certain requirements.³⁴

A modern company must be guided by contemporary methods and strategies to retain good and experienced employees. Paying great attention to the motivation of its employees, the company will not only be able to retain its qualified employees, but also attract new ones who, with great pleasure, will want to become a part of this organization and fulfil its tasks and achieve common goals.

1.3. Rewarding systems as a motivation tool for employee performance.

In the previous chapters, the author defined that a specialist in the HR department should take into account the desire and motivation of the company's employees. The next concept that will be discussed follows precisely from the concept of "motivation". To maintain a high level of employee motivation, the company uses a variety of tactics and strategies, which were discussed earlier. The reward system is one of these strategies. At the beginning, it is necessary to understand first what the rewarding system is and how HR specialists use it in companies, to better understand whole situation.

It can be argued with confidence that the reward system is one of the important functions in human resource management. The main goal of this function corresponds to the main objectives of the company - attracting talented people, their motivation, as well as keeping them in the organization by providing additional opportunities and bonuses. Analyzing the term "reward", one can understand that this is interpreted as "monetary return". In other words, an employee for his work, which he performed well, receives "something", money, object, income. The concept of this system implies that when a reward is offered after the work is done, probability that "given behavior" will be repeated is increased. In the particular case, the role of "given behavior" means that job is done well.³⁵

³⁴ Kenton, W. (2019). [What Is a Headhunter? \[online\] Investopedia](#)

³⁵ Franco-Santos, M. and Gomez-Mejia, L.R. (2015). Reward Systems. In: Wiley Encyclopaedia of Management, 3th ed. [online] Chichester, West Sussex, United Kingdom: Wiley, 2014. Available at: [\(researchgate.net\)](#)

Michael Armstrong, in his book “Handbook of reward management practice”, argued that a reward system is a set of interrelated practices as well as processes that together provide effective management of reward. More specifically, firstly, the reward system is based on the "Reward Strategy". However, it is worth considering an important factor that the reward strategy is directly interconnected with the business strategy and HR strategy. For example, a HR strategy may be aimed at recruiting additional personnel for the company, but it must also fulfil a goal that is related to meeting the needs of the company's employees. In other words, it should also be related to the reward strategy. All of these above types of strategies are directly dependent on the environment, which has a great influence on these factors. Moving further along Armstrong's system, the reward strategy forms the reward policies, constituting its larger basis. The reward policies already shape and influence the practices, processes and procedures of reward.³⁶



Figure 1.3 How a reward systems operates in M.Armstrong handbook.³⁷

Another reason for the effectiveness of the reward system is that it recognizes the achievements of the company's employees and, as a result, motivates them and fosters the desire to perform better. Managers using this system do a good job with their employees, increasing their loyalty, and make their work in the corporation easier. As a result, it is possible to see that the system will influence the behavior of employees and their attitudes towards work, increasing desires and productivity, if the rewards received are accepting for them and suitable for employees. Well-motivated subordinates can allow reaching significant

³⁶ Armstrong, M. (2010). Armstrong’s handbook of reward management practice : Improving performance through reward. Kogan Page.

³⁷ Armstrong, M. (2010). Armstrong’s handbook of reward management practice : Improving performance through reward. Kogan Page.

results and provides for company more advantages. This system is built on the basis of important and effective factors that allow increasing production and maximizing employee productivity. For example, a program that was developed to reward and stimulate the best workers and at the same time low-performing employees that in the result it is effect on their final activities.³⁸

The reward system is usually based on the company's management standards of its workers, as well as the incentives that they are able to give to employees who achieve or surpass those expectations. Workers' attitudes toward the organization and the work will therefore be shaped by the reward system. This method can be used by businesses to influence and manage positive employee behavior. If it's a tangible or intangible achievement, an organization should carefully develop an incentive scheme to assess and reward workers at minimal levels. The primary explanation for this is that workers like to be rewarded for their accomplishments and work efforts by receiving different types of benefits. As a result, it can be considered an important way of not only achieving the organization's aims, but also ensuring the organization's long-term relationships with hardworking workers.³⁹

Based on all of the above, the rewarding system is an important component in human resource management. This factor cannot be ignored, since it has a very strong impact on both the employees of the company and the company itself, if we talk about the final result. The system is directly related to the concept of motivation, since it is designed to work with the motivation of people, improving it and allowing people to feel recognized by the company's management. Moving on to a more detailed analysis, it should be noted that the reward system has it is own classification. In other words, "Reward System" is a very large concept that implies many strategies and methods. This should be taken apart.

³⁸ Francis, F., Zirra, C.T.O. and Charles J., M.I. (2020). Reward System as a Strategy to Enhance Employees Performance in an Organization. Archives of Business Research, 8(6), pp.156–164.

³⁹ Francis, F., Zirra, C.T.O. and Charles J., M.I. (2020). Reward System as a Strategy to Enhance Employees Performance in an Organization. Archives of Business Research, 8(6), pp.156–164.



Figure 1.4 Total Reward System⁴⁰

The reward system can be divided into two small categories. These categories include external and internal reward factors. All these mechanisms are presented in Figure 1.3. Managers in their companies can use any of them when they work with their people and each factor will bring its own result.

External or extrinsic rewards factors from Figure 1.3 include: compensation (fixed and variable pay), all types of benefits (income-protection, paid time-off, well-being, work-life), work environment and conditions, recognition, learning and development, promotions and leadership. The second group of reward factors is internal or intrinsic and include: meaningfulness, choice or autonomy, growth (competence and progress) and community.

After reviewing the definitions of each of the factors in the article "Reward Systems" by Monica Franco-Santos, the author can explain them in his work. Starting with the external mechanisms of the reward system:

- **Compensation** is a type of financial profit that employees of the company can receive from the management of the organization. Compensation can

⁴⁰ Franco-Santos, M. and Gomez-Mejia, L.R. (2015). Reward Systems. In: Wiley Encyclopaedia of Management, 3th ed. [online] Chichester, West Sussex, United Kingdom: Wiley, 2014. Available at: [researchgate.net](https://www.researchgate.net)

also be divided into two categories as there are two types. It can be fixed compensation and variable pay.

- **Fixed pay** - a fixed compensation can be called a base payment or salary. This is what the employee receives for his work from his organization. The fixed pay depends on the type of job, the skills and experience of the worker, and may include additional factors such as transportation and meals for which company also can pay.

- **Variable pay** - is a type of compensation that depends on individual, group or organizational performance. This performance can be assessed either objectively or at the sole discretion of the company or its executives. It is also called risk payment due to the fact that if conditions are not met, it will not be paid.

- **Benefits** - are another type of reward that employees in a company can receive. As a rule, they are non-cash. Examples of Benefits could be their own health insurance, pension. Taken together, this strategy helps to retain employees over the long term. In the past, benefits could depend on the position of the employee, but today more and more organizations are trying to offer all their employees this type of reward system. There are a few types of benefits.

- **Income-Protection** - is a type of benefits that provides protection against all sorts of risks associated with finances: pensions, benefits, insurance.

- **Paid Time-Off (PTO)** - benefits that provide employees with weekends and are categorized into specific types such as: vacation, sickness, personal time, etc. An important bonus of such vacations is that they are paid for by the company.

- **Well-being** - It can be described as a program. This is a type of benefit, the purpose of which is to improve the physical or mental social health of employees: access to a psychologist, gym membership and much more related to health and services that the company pays for.

- **Work-life** - A program to help employees better balance their time and responsibilities at work. Many suffer and complain that they do not have a personal life or time for their own hobbies due to the large volume of work. This program works with the given problem of people.

- **Workplace Environment and Working Conditions** - Conditions that the organization provides to its employees. Most often this refers to the physical

conditions where the workers are located: the arrangement of the office, its size, temperature and additional opportunities. From the personal experience of the author himself, an example can be noted with the office of the Circle K Company, in which the creator of the bachelor's thesis happened to work. To improve the well-being of its employees, Circle K installs additional coffee machines, special tables that allow you to change from sitting to standing, lounges, and also provides fresh fruits and vegetables. All of this applies to physical working conditions that improve people's disposition.

- **Recognition** - Recognition of worker merit among workers is a very important practice. This feeling makes them understand that they are appreciated and the work they do is very important. This program recognizes employees by providing a reward for their work, both cash and a prize or letter of appreciation.

- **Learning and Development** - The corporation can train their employees by providing them with courses, trainings aimed at improving their skills. Thus, people satisfy the need for self-improvement and feel their importance and value. Skilled workers are very important for the company with their help the organization can fulfil the goals much more efficiently.

- **Promotions** - One of the important points of the reward system. Many people want to be promoted at work because it gives them a higher position in the organizational hierarchy. In other words, this is a higher status, as well as a higher salary, new tasks and much more.

- **Leadership** - A good leader can be someone who can motivate colleagues and people. In other words, competent leadership can also be seen as a reward factor. A good manager motivates helps, recognizes, mentors and advises his subordinates on all sorts of issues. Moreover, delegation and empowerment of people; rewarding people for teamwork and other behaviours of a good leader. People want to work with such a person, consulting with him and motivated by his example.⁴¹

The second type of factors is internal. Typically, these rewards are based on good experience. There are also several types of intrinsic mechanisms:

⁴¹ Franco-Santos, M. and Gomez-Mejia, L.R. (2015). Reward Systems. In: Wiley Encyclopaedia of Management, 3th ed. [online] Chichester, West Sussex, United Kingdom: Wiley, 2014. Available at: (researchgate.net)

- **Meaningfulness** - or a sense of meaningfulness. This is the importance of the goal or work that the employee is performing.
- **Choice or autonomy** – it can be called as a sense of choice. Emotions and feelings, as a rule, are positive, which arise in the employee from the realization that he is autonomous and has the right to choose how to do his job.
- **Growth** - sense of growth allows the employee to feel that the work they are doing is being done well and efficient.
- **Community** - what makes a person feel like they belong to a group or society. This can be described as a positive feeling and a need for good communication.⁴²

In conclusion, it should be noted that these feelings, the factors presented above, have a positive effect on company employees. People should experience how their intrinsic factors improve their mood, performance and motivation in the end. All these mechanisms together can give significant results in terms of motivating people, their loyalty. Feelings, job opportunities, training, rewards, benefits each leader or management of the company decides for themselves which strategies to use, but they must be taken into account. At the end of Figure 1.4, is it possible to see the result that will be achieved if these factors are met - this is organizational sustainability. Organizational sustainability is achieved by the desire of people to perform well, fulfil responsibilities and create harmony in the work process.

⁴² Franco-Santos, M. and Gomez-Mejia, L.R. (2015). Reward Systems. In: Wiley Encyclopaedia of Management, 3th ed. [online] Chichester, West Sussex, United Kingdom: Wiley, 2014. Available at: (researchgate.net)

2. STATISTICAL ANALYSIS OF THE CONSEQUENCES OF COVID-19 AND ITS EFFECTS ON EMPLOYEES.

2.1. The current tendency of COVID-19 and its impact on world economy.

In order to consider the problem in more detail, it was also necessary to prepare the analytical part of the work. This means that author investigated how the problem affects global companies in the world, using statistical data provided by news portals and statistical offices. It serves to show the situation in the world at the moment.

What is the nature of the Covid-19 crisis? The COVID-19 crisis is not only a health crisis, but also an economic and employment crisis. The COVID19 pandemic has had a devastating impact on economies and workers around the world. Moreover, the world is still struggling with this problem in 2021. Speaking of the problems that the coronavirus pandemic has brought as an example, the period from April to June, the total number of hours worked was almost 20 percent below the average in the last quarter of 2019.⁴³

Managing the employment crisis requires the support of both enterprises and workers. Given the nature of the COVID-19 employment crisis, governments need to solve two urgent, interrelated challenges. First, support for employees, whose livelihoods have suffered because they cannot work due to quarantine, health problems or illness; or their income from self-employment fell due to a decrease in demand; or because their place of work was closed. Second, the need to provide businesses that have been forced to close or are experiencing significant declines in income with the liquidity they need to weather the shock, pay wages and other operating expenses, and be prepared to recover from economic recovery. This is a very important point that must not be forgotten. Lessons which have been learned from previous crises clearly warn of the medium and long term costs associated with transforming a liquidity crisis into a solvency crisis. Consequently, in the relief phase, we focus on interrelated strategies main goals of which are:⁴⁴

- Helping businesses survive and retain workers;
- Providing protection to those who lose their jobs and see their livelihoods severely affected;

⁴³ Carranza, E., Farole, T., Gentilini, U., Morgandi, M., Packard, T., Santos, I., & Weber, M. (2020b). Managing the Employment Impacts of the COVID-19 Crisis. The World Bank Open Knowledge Repository, 49. <http://hdl.handle.net/10986/34263>

⁴⁴ Ibid.

- Promoting alternative employment or employment support for those who are not working.⁴⁵

However, already now, most experts, economists and analysts argue that the impact of Covid-19 since its inception has had a negative effect on the global economy. The author is still going to prove and demonstrate this point in his work in the subsequent chapters, using the appropriate graphs. The world met badly with the COVID-19 pandemic, which affected all areas of work, hitting global GDP.

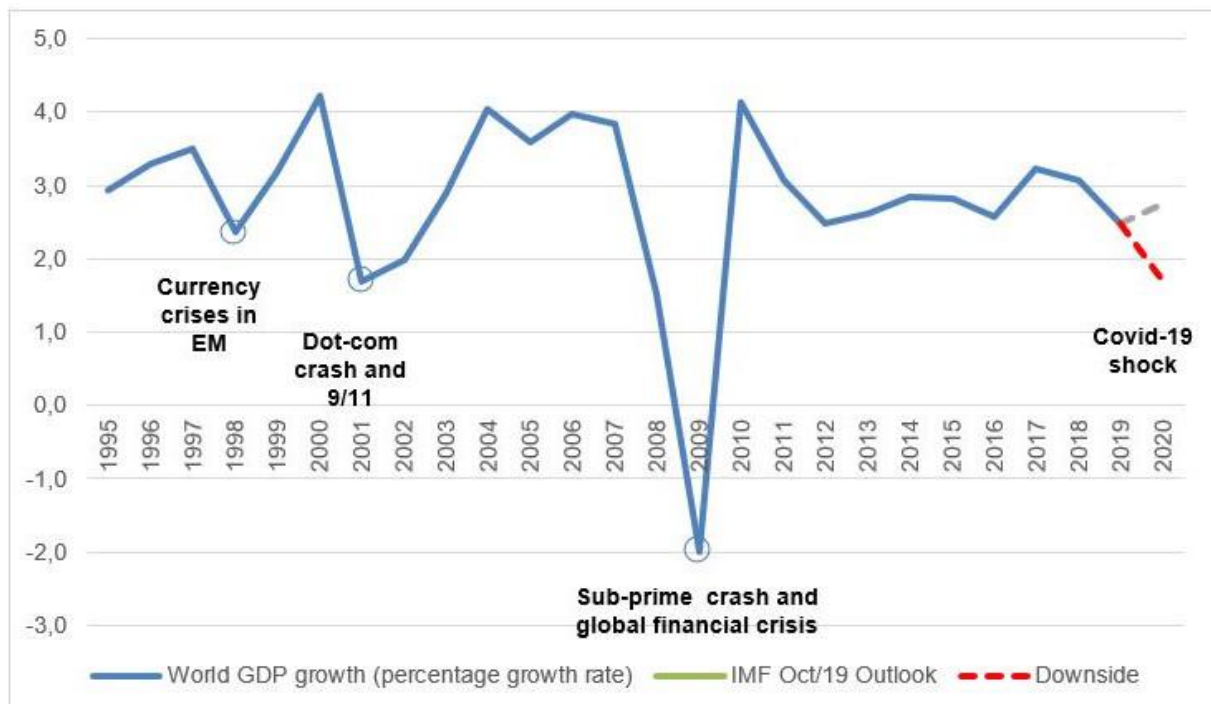


Figure 2.1 Global GDP growths, 1995-2020.⁴⁶

For example, Figure 2.1, which was taken at the beginning of the entire pandemic on March 9, 2020, demonstrates the fears that people experienced even then. According to experts from the official UNCTAD website, Covid-19 in early spring has already formed a so-called economic shock, which, according to experts, caused a recession in some countries and reduced global annual growth in 2020 for the world economy.⁴⁷

⁴⁵ Carranza, E., Farole, T., Gentilini, U., Morgandi, M., Packard, T., Santos, I., & Weber, M. (2020b). Managing the Employment Impacts of the COVID-19 Crisis. The World Bank Open Knowledge Repository, 49. <http://hdl.handle.net/10986/34263>

⁴⁶ UNCTAD. (2020, March 9). The economic impact of COVID-19: Can policy makers avert a multi-trillion dollar crisis? Unctad.org; <https://unctad.org/press-material/economic-impact-covid-19-can-policy-makers-avert-multi-trillion-dollar-crisis>

⁴⁷ Ibid.

↓↑	TIME	2017↓	2018↓	2019↓	2020↓
GEO	↓				
European Union - 27 countries (from 2020)		2.8	2.1	1.6	-6.2
Euro area - 19 countries (from 2015)		2.6	1.9	1.3	-6.6
Estonia		5.5	4.4	5.0	-2.9
Latvia		3.3	4.0	2.0	-3.6
Lithuania		4.3	3.9	4.3	-0.8

Figure 2.2 GDP and main components (output, expenditure and income) in EU and Baltic states for 2017-2020.⁴⁸

Continuing to examine changes in GDP and its main components output, expenditure and income, which are presented in Figure 2.2, it is possible to see the changes in this graph. In this case, situation demonstrates how the GDP in the EU and the Baltic countries fell rapidly after the outbreak of the coronavirus in the world. There was no undoubtedly stable situation in the regions represented. In the case of the European Union, GDP fell every year. However, the pandemic has significantly accelerated the decline in production, dropping GDP to the figures shown in the picture above.

Thus, it can be seen that COVID-19 has had a negative effect on all areas of activity since the beginning of 2020. There is a drop in demand and supply for many goods, products and services, due to government restrictions, an increase in unemployment and as a consequence of the fall of the entire world economy.

2.2. Unemployment rate in European Union since from 2019.

Before moving on to the next subchapter of scientific work and talking about the level of unemployment in the world, which was caused by the emergence and rapid spread of Covid-19, it should be explained why the author decided to include the unemployment rate in his scientific work.

It is generally accepted that the unemployment rate directly reflects the economic situation in the world, in a country, in a company or in a specific region. The fact is that unemployment is highly dependent on economic activity. This means that when the global pandemic Covid-19 began, all economic activity began to decline. People began to buy fewer goods and use services due to a number of reasons, such as the closure of restaurants and

⁴⁸ UNCTAD. (2021, March 27). GDP and main components (output, expenditure and income). https://ec.europa.eu/eurostat/databrowser/view/NAMA_10_GDP_custom_78848/bookmark/table?lang=en&bookmarkId=7681260e-2f75-4cd7-a153-02fc89543f2c

gyms, or the lack of opportunity to buy some goods, as was the case in Latvia. Based on these facts, the following conclusion is made that when economic activity falls due to less consumption of goods and services, then companies adjust to a similar trend and produce fewer goods as a result of reducing the working day of employees or making layoffs. The unemployment rate is rising as a result of the decline in economic activity. The rise in unemployment begins only if the economic downturn becomes stable and long-term.⁴⁹

Thus, the growth of unemployment in the studied problem is an important indicator that reflects the existence of the problem and confirms it. In other words, the increase in the unemployment rate can be viewed as an emerging, new negative effect due to Covid-19. This effect negatively affects the economy as a whole and the human resources of many companies for a number of reasons:

- The number of layoffs is growing.
- Companies are transferring employees to part-time jobs, which reduces their wages.
- It is harder to find a new job.

According to the European Central Bank's article "The effect of the COVID-19 pandemic on the euro area labor market," released as part of the ECB Economic Bulletin, the coronavirus (COVID-19) pandemic and associated control measures have had a significant impact on the Eurozone labor market. Employment and total hours worked both dropped at the fastest rates ever seen. The labor market adjustment was mainly due to a sharp decrease in the average working day. In addition, the workforce shrank by about 5 million in the first half of 2020, half a million more than the growth from mid-2013 to the fourth quarter of 2019.⁵⁰

After all that has been considered above, it is possible to move on to the unemployment indicator. Unemployment is one of the most striking features of the coronavirus problem, which lead to changes in the unemployment rate since the start of the pandemic. It cannot be denied that the coronavirus negatively affects many economic factors. One of these is the unemployment rate in the world. The unemployment rate shows the number of people who have lost their jobs in a given period of time. At the beginning it is

⁴⁹ Oner, C. (2010). Back to basics: What constitutes unemployment? Finance and Development | F&D, 47(3). <https://www.imf.org/external/pubs/ft/fandd/2010/09/basics.htm>

⁵⁰ Anderton, R., Botelho, V., Consolo, A., Da Silva, A. D., Foroni, C., Mohr, M., & Vivian, L. (2021). The impact of the COVID-19 pandemic on the euro area labour market. Wwww.ecb.europa.eu, Economic Bulletin(Issue 5, 2020). https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008_02~bc749d90e7.en.html

necessary to start with the level of unemployment, which was even before the start of the pandemic, in order to understand later how much Covid-19 changed it for the better or worse.

According to the official data of European statistics provided by representatives of the statistical office of the European Union, the unemployment rate in the European regions for 2019 ranged from 1% to 30%. The data were collected from the NUTS 2 (Nomenclature of Territorial Units for Statistics) regions of the entire European Union and represent a large sample from different European countries. For the EU and the UK, NUTS 2016 offers a standardized, reliable breakdown of territories for the development of regional statistics. However, the author of the research paper used the EU27 regions, which do not include figures from the United Kingdom and therefore the average unemployment rate in European Union is 6.7%.⁵¹

The resulting statistics recorded the lowest unemployment rate in the countries: Czech Republic, Hungary, and Germany, where the unemployment rate varies from 1.3% to 1.9%. The highest rates were recorded in countries: France (overseas region), Spain (autonomous cities) and Greece, where rate varies from 24.1% to 30.1%. The graph will be presented below.⁵²

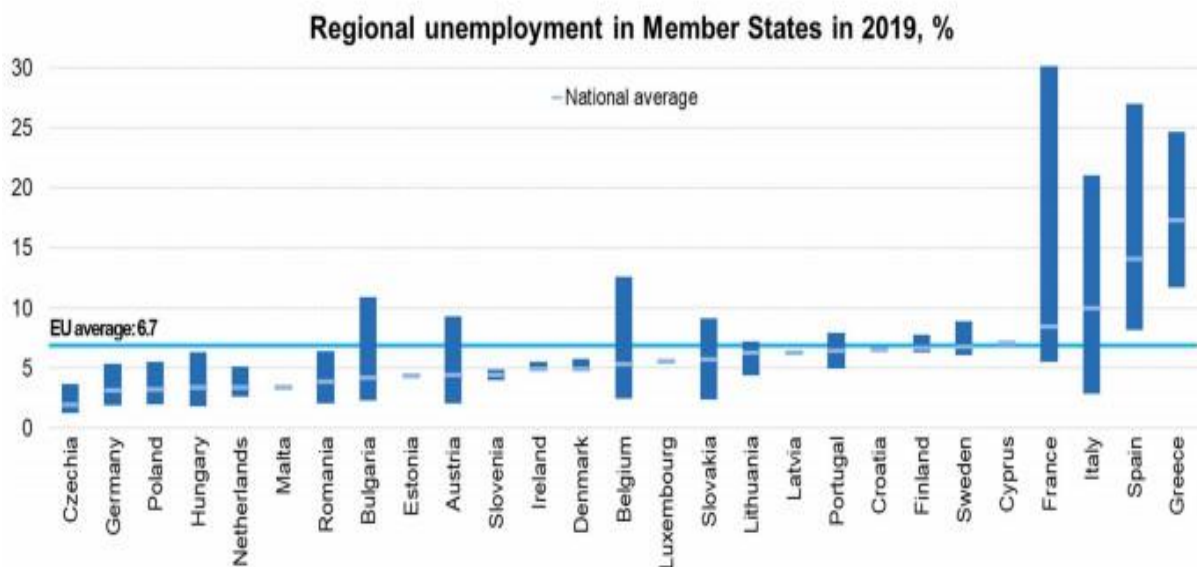


Figure 2.3 Regional unemployment in Europe member states in percentage rate by 2019⁵³

⁵¹ Eurostat. (24 April 2020). Unemployment in the EU regions. [online] https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/1-24042020-AP-EN.pdf/bc37e8b1-fc14-ae9c-d3cc-6130c98e4d96

⁵² Ibid

⁵³ Eurostat. (24 April 2020). Regional Unemployment in Member States in 2019, %. [The bar shows for each Member State the range from the region with the lowest value to the region with the highest value]. [online]

On the graph presented, it is possible to see the situation with the regional unemployment rate for 2019 in the EU countries. The average unemployment rate in the European Union 27 is 6.7%, which is marked on the graph as a blue line. As it was written above, the highest level of the rate is represented in France, Spain and Greece, followed by Italy. The unemployment rate in these countries exceeds the average unemployment rate for the entire European Region by at least 3.2 times and by a maximum of 4.5 times.

However, based on the statistical data obtained, it can be concluded that among all 239 regions of the European Union for which unemployment data were obtained in 66 of these regions, the unemployment rate was less than 3.4% in 2019. This figure is half the EU average.

The COVID-19 pandemic, according to the European Central Bank, caused the largest decrease in jobs and total hours worked in the second quarter of 2020. There were 5.2 million fewer people working in the second quarter of 2020 than it was at the end of 2019. To put it another way, the figure has risen by 3.2 percent. Furthermore, despite the historically low job growth seen in the first half of 2020, quarterly employment adjustments were small in comparison to GDP changes. In other words, unemployment in the EU increased slightly. Both jobs and GDP have changed significantly as a result of the total number of hours worked. Total hours worked dropped 16.8% in the second quarter of 2020, the quarter hardest hit by cost-cutting steps, while average hours worked fell 14.3% year over year.⁵⁴

https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/1-24042020-AP-EN.pdf/bc37e8b1-fc14-ae9c-d3cc-6130c98e4d96

⁵⁴ Anderton, R., Botelho, V., Consolo, A., Da Silva, A. D., Foroni, C., Mohr, M., & Vivian, L. (2021). The impact of the COVID-19 pandemic on the euro area labour market. *Www.ecb.europa.eu, Economic Bulletin*(Issue 5, 2020). https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008_02~bc749d90e7.en.html

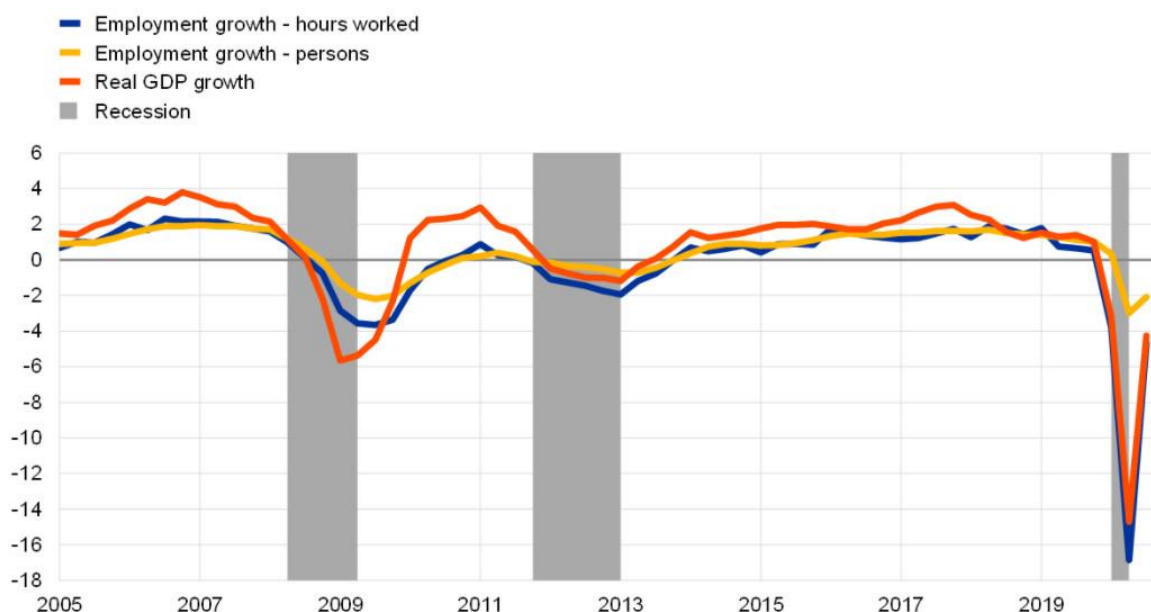


Figure 2.4 Employment developments and GDP growth in the euro area 2005-2020.⁵⁵

Figure 2.4 confirms what was said above about changes in employment growth. In the first half of 2020, there was a sharp decline in labor productivity and GDP growth, as shown in Figure 2.4.

During the COVID-19 pandemic, labor productivity per employee dropped significantly, while labor productivity per hour increased marginally. The dramatic decline in GDP was followed by a more modest drop in jobs in the second quarter of 2020.⁵⁶

According to some experts from the statistical office of the European Union, the unemployment rate began to rise after the start of the COVID-19 pandemic in 2020. Diseases, epidemics and, as a result, restrictions at state levels began to adversely affect economic stability and provoked an increase in unemployment in the European Union. At the moment, the complete picture has not yet been presented, but already now, some conclusions can be drawn from the change in economic charts. In particular, we can say that the situation began to deteriorate, provoking an increase in unemployment in the European Union, Eurozone and around the world. However, this chapter provides statistics only for the European regions.

⁵⁵ Anderton, R., Botelho, V., Consolo, A., Da Silva, A. D., Foroni, C., Mohr, M., & Vivian, L. (2021). The impact of the COVID-19 pandemic on the euro area labour market. *Www.ecb.europa.eu, Economic Bulletin*(Issue 5, 2020). https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008_02~bc749d90e7.en.html

⁵⁶ Ibid.

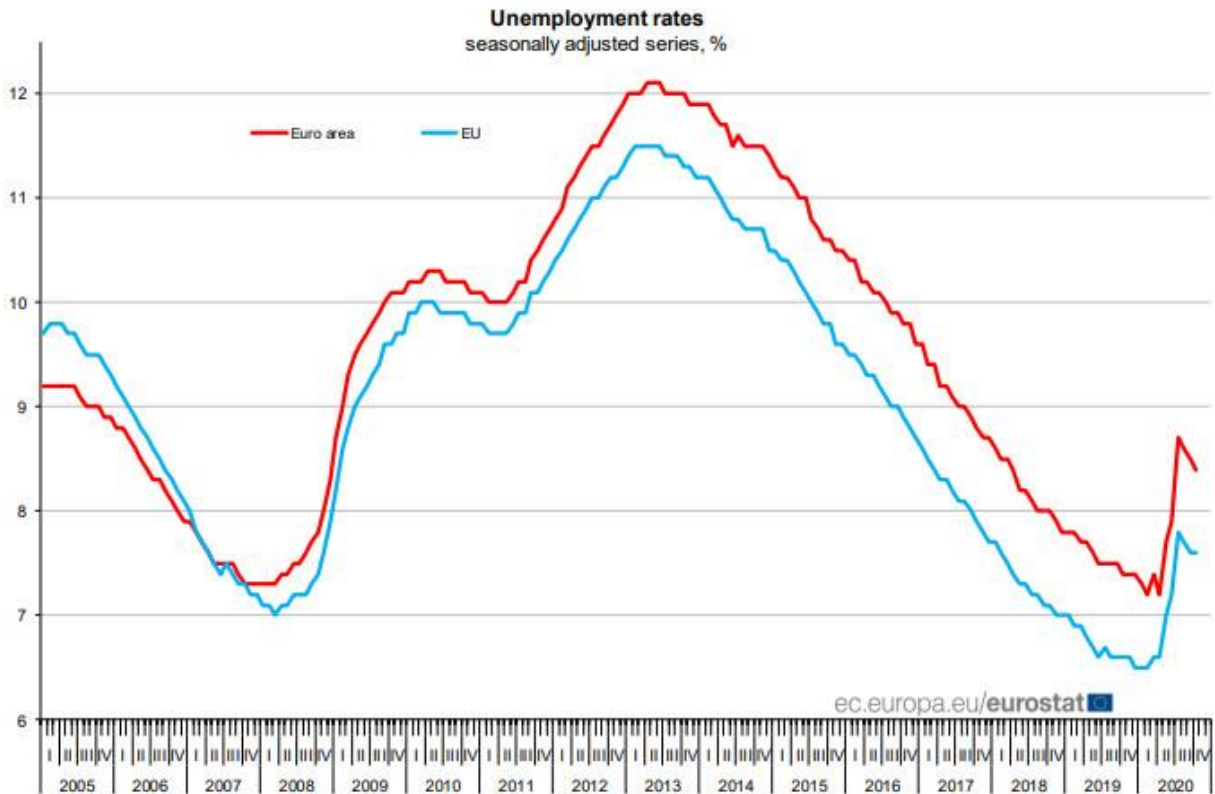


Figure 2.5 Unemployment rates in European Union and Euro area for 2005-2020 in percentage rate.⁵⁷

Figure 2.4 already shows the situation in 2020 since the start of the global pandemic, Covid-19. Clear changes can be noted on the graph, namely, an increase in the unemployment rate. The most important part of Figure 2.4 is the changes in the unemployment rate for 2020, some of which have been captured in a graph by Eurostat. Based on all of the above information, the seasonally adjusted unemployment rate in the Eurozone reached 8.4% in October. If we compare this figure with October 2019, which was 7.4%, then the unemployment rate has increased as a result. A similar situation is observed in the European Union, where the unemployment rate in October 2020 was 7.6%, which is higher compared to the same month in previous year, where the unemployment rate was 6.6%. Converting these percentages into concrete numbers, about 16 million people in the European Union were unemployed in October 2020. Over the year, unemployment increased by more than 2 million people when compared with October 2019.⁵⁸

⁵⁷ Eurostat. (2 December 2020). Unemployment rates seasonally adjusted series, %. [online] https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2

⁵⁸ Eurostat. (2 December 2020). Unemployment rates seasonally adjusted series, %. [online] https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2

In general, an increase in unemployment can be noted after beginning of 2020. However, it is also important to clarify that this is not the end result for the 2020 unemployment rate caused by COVID-19. According to these results, one can only judge the beginning of the negative consequences of the pandemic.

Table 2.1

Seasonally adjusted unemployment rates in European Union and Euro area in percentage rate and numbers of persons

Seasonally adjusted unemployment, totals

	Rates (%)					Number of persons (in thousands)				
	Oct 19	Jul 20	Aug 20	Sep 20	Oct 20	Oct 19	Jul 20	Aug 20	Sep 20	Oct 20
Euro area	7.4	8.7	8.6	8.5	8.4	12 133	14 140	14 029	13 911	13 825
EU	6.6	7.8	7.7	7.6	7.6	14 050	16 610	16 488	16 327	16 236
Belgium	5.2	5.0	5.1	5.2	5.1	265	249	258	261	258
Bulgaria	4.2	6.1	6.2	6.2	5.7	140	199	201	198	182
Czechia	2.0	2.7	2.8	2.8	2.9	109	144	151	150	153
Denmark	5.2	6.3	6.3	6.0	5.8	159	192	190	183	177
Germany	3.1	4.4	4.5	4.5	4.5	1 371	1 954	1 972	1 975	1 975
Estonia	4.3**	7.8	8.0	8.1	:	30**	54	56	57	:
Ireland	4.7	6.2	6.7	7.3	7.3	114	148	165	180	181
Greece	16.9*	17.0	16.8	:	:	800*	785	771	:	:
Spain	14.0	16.9	16.6	16.3	16.2	3 224	3 817	3 792	3 747	3 735
France	8.3	9.4	9.0	8.8	8.6	2 453	2 786	2 660	2 612	2 545
Croatia	6.4	8.4	8.4	8.2	8.0	114	153	152	149	144
Italy	9.5	9.9	9.8	9.7	9.8	2 437	2 499	2 488	2 468	2 479
Cyprus	6.6	7.6	8.5	9.3	10.5	29	34	38	42	48
Latvia	5.8	8.8	8.5	8.2	8.0	56	85	83	80	78
Lithuania	6.4	9.6	10.2	10.5	10.4	94	141	150	154	155
Luxembourg	5.5	7.2	6.8	6.7	6.5	17	23	21	21	20
Hungary	3.5**	4.6	4.4	4.4	:	164**	214	207	204	:
Malta	3.6	4.1	4.1	3.9	3.9	10	11	11	11	11
Netherlands	3.5	4.5	4.6	4.4	4.3	323	419	426	413	406
Austria	4.4	5.7	5.5	5.4	5.4	199	264	254	249	250
Poland	3.0	3.4	3.4	3.4	3.5	505	580	579	584	595
Portugal	6.5	7.9	8.1	7.9	7.5	337	404	414	407	388
Romania	3.9	5.5	5.4	5.1	5.3	350	488	476	455	477
Slovenia	4.4	4.8	4.7	4.7	4.9	45	49	48	48	50
Slovakia	5.7	6.8	6.9	6.8	7.0	156	183	187	185	191
Finland	6.9	8.1	8.2	8.2	8.2	189	221	226	228	228
Sweden	6.9	9.1	9.0	9.0	8.9	384	503	500	497	494
United Kingdom	3.8*	4.3	4.6	:	:	1 278*	1 452	1 555	:	:
Iceland	3.7	5.1	5.2	5.3	5.4	8	11	11	11	11
Norway	3.9**	5.2	5.3	5.2	:	110**	147	150	147	:
Switzerland	4.1	4.9	5.0	5.1	:	203	243	248	252	:
United States	3.6	10.2	8.4	7.9	6.9	5 831	16 342	13 551	12 619	11 037

Eurostat. (2 December 2020). Unemployment rates seasonally adjusted series, %. [online]

https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2.⁵⁹

Figure 2.5 shows the situation in the entire Euro area and the European Union, both as a whole and by country. Already here we can observe the continuation of 2020 until autumn, in which a slight decrease in unemployment was noticed. In September and October of 2020,

⁵⁹ Eurostat. (2 December 2020). Unemployment rates seasonally adjusted series, %. [online]

https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2

the unemployment rate fell slightly compared to the summer of the same year in both the European Union and the Euro area.

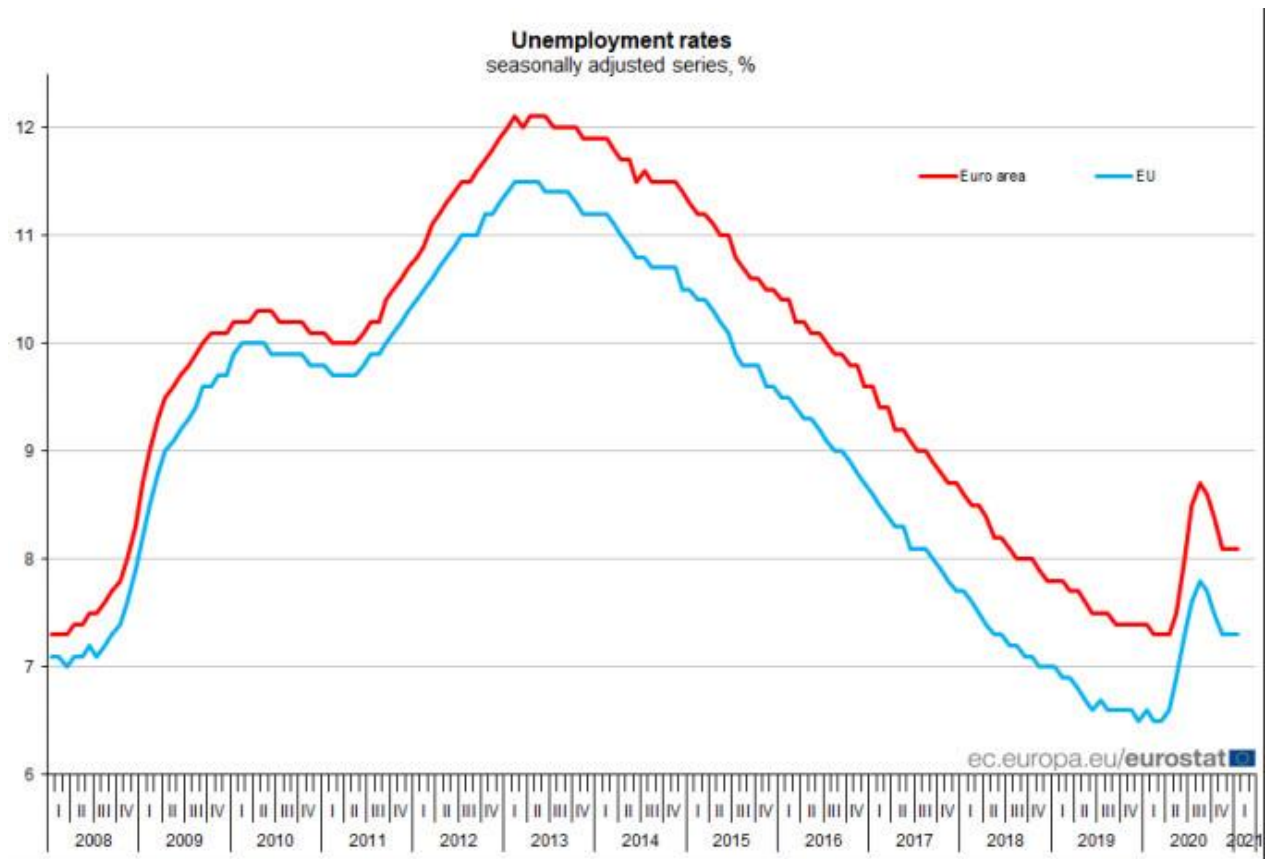


Figure 2.6 Unemployment rates in European Union and Euro area for 2005-2020 in percentage rate, in 2021.⁶⁰

Figure 2.6 is a continuation of Figure 2.4. The statistics shown above were released a couple of months after Figure 2.4 and already cover a longer time frame, namely the entire 2020 and early 2021. It also shows the unemployment rate in Europe. Based on that, the seasonally adjusted unemployment rate in the Eurozone for 2021 decreased till 8.1% in January. This is less than the figures that were recorded in the fall of 2020. Moreover, a drop in unemployment by a fraction of a percent was also noted in the European Union. The unemployment rate for January 2021 was 7.3%, slightly less than the results of autumn 2020. However, this is still higher than last year's results for January 2020, which reached 6.6%.⁶¹

⁶⁰ Eurostat. (4 March 2021). Unemployment rates seasonally adjusted series, %. [online] https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2

⁶¹ Ibid.

Table 2.2

**Seasonally adjusted unemployment rates in European Union and Euro area in
percentage rate and numbers of persons, in 2021**

Seasonally adjusted unemployment, totals

	Rates (%)					Number of persons (in thousands)				
	Jan 20	Oct 20	Nov 20	Dec 20	Jan 21	Jan 20	Oct 20	Nov 20	Dec 20	Jan 21
Euro area	7.4	8.4	8.1	8.1	8.1	12 272	13 745	13 332	13 274	13 282
EU	6.6	7.5	7.3	7.3	7.3	14 198	16 113	15 636	15 634	15 663
Belgium	5.1	6.3	6.1	5.8	5.6	263	323	310	295	287
Bulgaria	4.2	5.4	5.3	5.3	5.5	142	177	175	177	182
Czechia	2.0	3.1	2.9	3.1	3.2	106	167	158	168	172
Denmark	5.0	6.0	5.9	6.0	6.1	152	182	179	183	182
Germany	3.4	4.5	4.6	4.6	4.6	1 507	2 005	2 013	2 018	2 021
Estonia	4.4**	8.1	7.8	6.9	:	31**	58	55	49	:
Ireland	5.1	6.2	6.0	5.8	5.8	126	152	147	141	142
Greece	16.6*	16.4	16.2	:	:	781*	769	753	:	:
Spain	13.8	16.3	16.1	16.2	16.0	3 228	3 745	3 708	3 741	3 716
France	8.1	8.5	8.1	7.8	7.9	2 425	2 497	2 382	2 290	2 335
Croatia	6.0	7.8	7.6	7.6	7.1	107	140	135	135	126
Italy	9.6**	9.5	8.8	9.0	:	2 479**	2 391	2 223	2 257	:
Cyprus	6.4	10.3	7.7	7.3	6.8	29	48	35	33	31
Latvia	7.2	8.0	8.1	8.2	8.5	70	77	78	79	82
Lithuania	6.2	9.3	9.2	9.2	9.6	91	138	137	137	143
Luxembourg	5.7	6.5	6.6	6.7	6.8	17	21	21	21	21
Hungary	3.8	4.4	4.0	4.1	4.9	183	214	192	200	237
Malta	3.7	4.5	4.4	4.4	4.4	10	12	12	12	12
Netherlands	3.0	4.3	4.0	3.9	3.6	284	406	378	368	337
Austria	4.4	5.4	5.5	5.8	5.7	200	246	253	265	260
Poland	3.0	3.2	3.2	3.2	3.1	508	553	547	542	531
Portugal	6.8	7.5	7.1	6.8	7.2	352	387	369	347	361
Romania	3.9**	5.1	5.1	5.2	:	358**	461	459	468	:
Slovenia	4.1	4.9	4.9	4.7	4.7	42	50	50	47	48
Slovakia	6.0	7.1	7.1	7.0	7.2	163	194	192	190	195
Finland	6.8**	8.2	8.1	8.1	:	189**	225	224	224	:
Sweden	7.1	8.8	8.7	8.6	8.8	395	487	483	479	477
Iceland	4.7	6.9	7.1	7.2	7.2	10	14	14	15	15
Norway	4.0*	5.2	5.0	:	:	113*	149	143	:	:
Switzerland	4.3	5.2	5.2	5.2	:	211	259	261	258	:
United States	3.5	6.9	6.7	6.7	6.3	5 878	11 081	10 813	10 769	10 230

Eurostat. (4 March 2021). Seasonally adjusted unemployment, totals. [online]

https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2.⁶²

A few months later, the situation changed. Earlier, the unemployment rate for October 2020 was recorded in the European Union at 7.6% and in the Euro area at 8.4%. However, in the later statistics, which is presented under Figure 2.7, it is possible to see the decline in the unemployment rate. Ultimately, in January 2021, the level of unemployment rate fell in the EU to 7.3% and in the Euro area to 8.1%. During all the following months after October 2020, the unemployment rate gradually decreased and no serious jumps were noticed.

⁶² Eurostat. (4 March 2021). Seasonally adjusted unemployment, totals. [online]

https://ec.europa.eu/eurostat/documents/portlet_file_entry/2995521/3-02122020-AP-EN.pdf/3b4ec2e2-f14c-2652-80bd-2f5e7c0605c2

2.3. Consequences of COVID-19 for employees.

When working with a team, it is important to always meet the needs of society. Society itself is a large industry and specific to study. Human behaviour and habits have long been studied in the context of organizational issues. The concept of employee motivation that was explained in the previous chapters also applies to this group. People are, by their very nature, an unpredictable work resource. In order for the company to work well, showing maximum output and the result, it is necessary to work correctly with its own employees. Motivate them and encourage them to work, correctly convey the importance of their work and responsibilities.

However, how to properly motivate employees in difficult times both for the company and for the world itself is the so-called stressful time. Speaking of this, the first thing that comes to mind is the current Covid-19 pandemic, which began in early 2020 and entered its active stage in the spring. The coronavirus has affected all spheres of our life: work, study, entertainment. Covid-19 left behind a crisis and many problems that can only be solved in the long term. Many people have lost their jobs for a number of reasons, such as layoffs or the closure of businesses during a pandemic - restaurants, bars.⁶³

For example, in the United States, during the first wave of Covid-19, some of the highest rates were recorded, which tells us that the coronavirus has left serious consequences in that region. McKinsey, an international consulting company, did a little research and suggested several possible scenarios for Covid-19 in the United States based on the statistics obtained and data from official sources. Moreover, in the United States after March 21, claims for unemployment benefits rose to 3,307,000, which is almost 15 times more than the 211,000 applications filed just two weeks before. And after another week, applications doubled to 6,648,000.⁶⁴

⁶³ Palumbo, L. J., Daniele, & Brown, D. (2020, June 30). Coronavirus: a visual guide to the economic impact. BBC News. <https://www.bbc.com/news/business-51706225#:~:text=Although%20it%20said%20that%20the>

⁶⁴ Lund, S., Ellingrud, K., Hancock, B., Manyika, J., & Dua, A. (2020, April 2). The near-term impact of coronavirus on workers | McKinsey. [www.mckinsey.com. https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers](https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers)

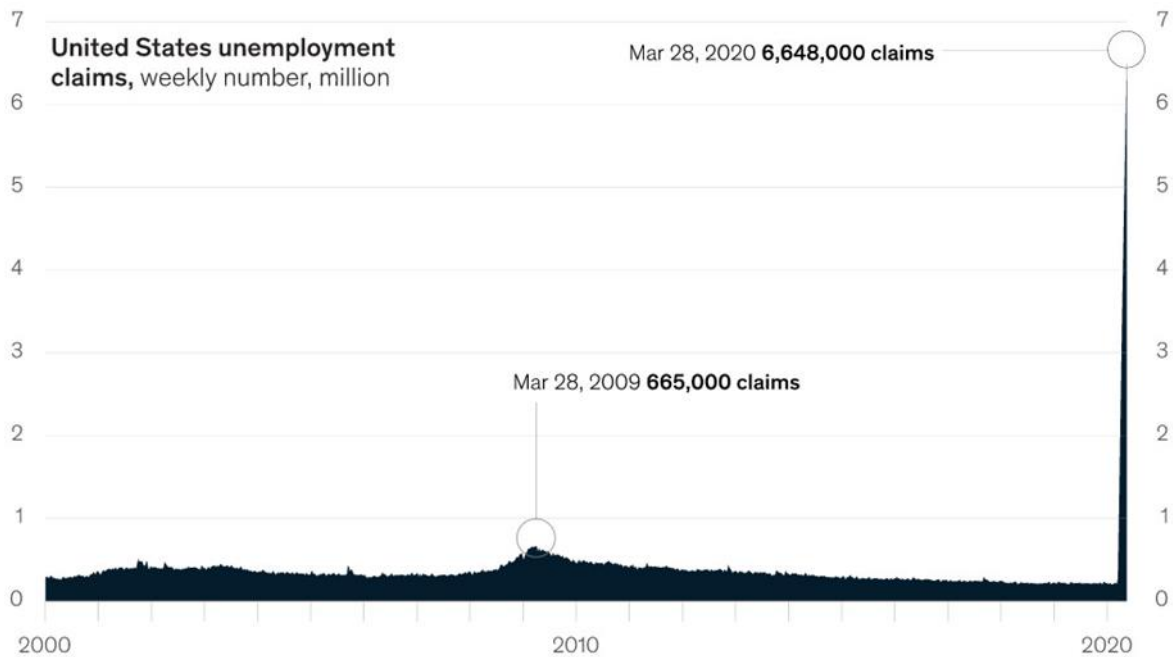


Figure 2.7 Weekly initial unemployment claims in the United States reached an all-time high of 6.6 million for the week of March 21-28.⁶⁵

The consequences of Covid do not end there. According to statistics, the second wave was already recorded in reports this fall, which was even more significant based on the numbers of cases. However, this scientific work has a completely different goal. The author of the work raises the question of how Covid-19 could affect the situation within the companies, namely the employees of the companies. More specifically, this refers to their motivation and willingness to work at this time, when the media is constantly signalling the increase in the number of diseases in the world. When companies and organizations have to cut their resources, by making unplanned layoffs or cutting wages. An increase in the percentage of unemployment and problems with finding a new job. How do all these factors together affect the motivation of people, productivity and performance of work duties? What problems during this time could the representatives of recruiting and hiring agencies face? And what could be the best motivation strategy for employees today.⁶⁶

It is impossible not to mention one of the key factors. Due to the pandemic, most corporations, company offices have transferred their employees to work from home. This decision was prompted to try to minimize the incidence of illness, encouraging people not to leave the house again. Thus, most people can spend their working days at home with family

⁶⁵ Lund, S., Ellingrud, K., Hancock, B., Manyika, J., & Dua, A. (2020, April 2). The near-term impact of coronavirus on workers | McKinsey. [www.mckinsey.com](https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers). <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers>

⁶⁶ Ibid.

and friends. How can you understand such a way of working cannot but affect the performance of people? The fact is that not all people can work efficiently from home. And also the employees themselves being at home are not affected by the corporate culture and ethics of the company, which is needed to unite everyone.⁶⁷

It is becoming more difficult for HR department employees to influence people's work, their processes and motivation, since personal meetings in offices have been replaced by informal meetings from home in special programs. Do all these consequences of the pandemic really affect people's work, or, on the contrary, have a positive and productive effect, giving people a little more freedom.

The well-known and popular financial news network CNBC claims that during a long period of work from home, when all your tasks and responsibilities have switched to remote online mode, motivation problems can arise. All with the transition to home work, many of our responsibilities, routines and activities have changed a lot. Add another transition period, when we all get used to a new lifestyle, try to get used to the disadvantages of remote work - and as a result we get severe stress and loss of productivity. CNBC has conducted research asking experts how to minimize these negative effects and increase motivation.⁶⁸

One of the important points that can be noted is the awareness of the importance of their own work. Employees should analyse their work, what they are doing. Check out all the pros and cons. Because if they do not understand the importance of their daily tasks, then most likely they do not how it is can effect on their organization and what they are doing. How exactly are person able to influence his own company, which brings the fulfilment of his daily goals for the general corporation. Knowing these points will help employees not only realize how important their business is, but also understand that the organization values their work, even when they work from home.⁶⁹

As mentioned earlier, remote work has its own unexpected advantages. Using the example of the popular international consulting company McKinsey & Company, this also publishes articles on various topics, including those concerning the current situation with the coronavirus. They conducted a small survey in which they surveyed about 800 employees in the United States of America related to employee experience. They found that remotely

⁶⁷ Lund, S., Ellingrud, K., Hancock, B., Manyika, J., & Dua, A. (2020, April 2). The near-term impact of coronavirus on workers | McKinsey. [www.mckinsey.com](https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers). <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/lives-and-livelihoods-assessing-the-near-term-impact-of-covid-19-on-us-workers>

⁶⁸ Liu, J. (2020, May 13). How to stay motivated while working from home when the whole world is a distraction. CNBC. <https://www.cnbc.com/2020/05/13/how-to-stay-motivated-while-working-from-home.html>

⁶⁹ Ibid

employees noticed a positive impact on their day jobs and responsibilities. They report an increase in their work engagement. And also people with children say that as parents, remote type of work is more beneficial for them than could be expected.⁷⁰

This can be noted as the positive aspects of working from home, but they are unlikely to be able to make you forget about the other disadvantages that Covid-19 brought to the world today. As already described, this is a crisis in the world economy, an increase in the percentage of unemployment in countries, states restrictions. Moreover, we must not forget about the stress that people have when they think about the number of sick people or that they or their family members or friend may be infected with Covid-19. All of these factors still negatively affect the overall performance and productivity of employees. Unfortunately, the fleeting benefits of working from home will not make people forget about the main disadvantages. Therefore, Covid-19 is still regarded as a threat to company employees, their motivation and performance.

⁷⁰ Emmett, J., Schrah, G., Schrimper, M., & Wood, A. (2020, June 29). COVID-19 and the employee experience: How leaders can seize the moment. [www.mckinsey.com](https://www.mckinsey.com/business-functions/organization/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment); McKinsey & Company. <https://www.mckinsey.com/business-functions/organization/our-insights/covid-19-and-the-employee-experience-how-leaders-can-seize-the-moment>

3. EMPIRICAL RESEARCH OF EMPLOYEE'S MOTIVATION

3.1. Methodology description.

3.1.1. Quantitative research method of the work.

Using the received information processed the statistical data bases let is go to the last and main chapter of bachelor work empiric research. At the beginning of the research chapter of a scientific work, the methodology used by the author of the work should be explained. In this bachelor work, the author considered two variants of the research methods, qualitative and quantitative.

The first method that the author has used is quantitative. The quantitative method helps to explore and collect quantitative data. This data can be well sorted, measured, or classified.⁷¹ This method is well applicable to the collection and analysis of numerical data while studying various kinds of social phenomena or social influences. It is precisely because such a method focuses on empirical research that it allows for a better study of social phenomena and a better understanding of these phenomena. Therefore, the quantitative method will allows and helps to better demonstrate the internal validity and external validity, in other words, to show the interpretability and generalizability of the research results, as well as the reliability of the results. Moreover, the quantitative research method is well suited for researching the topic that the author of the research paper asked. This method is able to provide the most objective results that have nothing to do with subjectivity during data collection and analysis. Empiricism is also emphasized, which suggests that such studies have already been carried out. All of the above factors are responsible for the quality of the author's work.⁷²

The quantitative method that the author of the work used in his thesis is the survey. One of the reasons for this choice is that the survey is a popular and common method for collecting primary data with a wide range.⁷³ The respondents for this sampling survey are white-collar workers of Action Company who are currently employed and exposed to external COVID-19 factors.

It should be clarified that the research company is Action in the Netherlands. It is a fast-growing, international non-food discounter store chain, which already has stores, offices and warehouses in countries such as the Netherlands, Belgium, France, Germany, Luxembourg,

⁷¹ Macdonald, S., Headlam, N., & Centre For Local Economic Strategies. (2008). Research methods handbook : Introductory guide to research methods for social research (pp. 8–11). Centre for Local Economic Strategies.

⁷² Frey, B. (2018). The SAGE encyclopedia of educational research, measurement, and evaluation (Vols. 1-4). Thousand Oaks,, CA: SAGE Publications, Inc. doi: 10.4135/9781506326139

⁷³ Macdonald, S., Headlam, N., & Centre For Local Economic Strategies. (2008). Research methods handbook : Introductory guide to research methods for social research (pp. 8–11). Centre for Local Economic Strategies.

Austria, Poland and the Czech Republic. The company was founded in 1993, in Enkhuizen, the Netherlands⁷⁴. The focus of the author of the work focused on the office employees of the company. The design of the survey itself will build on previous research on the topic, using similar questions and teachings based on the competence of previous researchers. The author does not plan to introduce his own innovations in the part of the survey, but only to use popular variants of similar studies in his work with preliminary links to other authors. Using the quantitative method will allow the author to provide a more general opinion among ordinary workers who are affected by the effects of the pandemic every day. In other words, people who work from home, worry about their health and experience other external factors of anxiety due to the current pandemic will take part in the survey of the author of the work. Their opinion will add up to the big picture and public opinion about "Is the COVID-19 pandemic negatively affecting employee motivation and productivity or not?"

The survey was conducted for Action employees who worked in three different offices in EU: the Netherlands, Germany and France. The number of countries covered for the quantitative study is also explained by the fact that Action has only three representative offices in the world: Netherlands, Germany and France. In other countries, there are warehouses and shops. The author in his bachelor work raises the issue of motivation among employees working in the office or, in other words, white-collar workers. It is for this reason that other countries where Action is operating were not suitable for research, since they did not meet all the specified requirements of the author of the work. Moreover, the author of the scientific work in the previous chapters provided statistics and told the economic situation in European regions, it was decided to conduct a study in the regions of the European Union.

In total 152 respondents took part in the survey. However, only 150 were recorded in the final answers, due to the fact that two respondents who answered the questions were employers and not employees. The survey was intended only for employees of the company in order to find out their opinion on the problem under study. Due to the current situation of COVID-19, as well as the peculiarity of the choice of the study is the international company Action, the survey was carried out through the online form of Google, in which all the questions were presented. At the very beginning of the survey, a short introduction was written about this study and its goals. It was decided to conduct an anonymous survey and not collect respondents' emails. Therefore, it influenced a favourable atmosphere and encouraged people to fill out this survey. Nevertheless, in order to obtain real data that could reflect the

⁷⁴ We are Action | Action.com. (n.d.). Wwww.action.com. Retrieved April 20, 2021, from <https://www.action.com/en-gb/about-us/we-are-action/>

actual situation in the problem under study, respondents could take part in this survey only once, which limited the re-filling of the special option. All questions had to be answered and nothing could be missed.

The quantitative survey using the questionnaire lasted less than a month. The study began on April 12 and ended on May 3. A conversation between the author and a representative of Action, who made it possible to conduct this study without taking into account the personal data of respondents, launched the survey on April 12.

The research questions can be divided into four parts. The beginning of the survey is background part that asked and clarified the socio-demographic aspects of the study: gender, age group, field of activity, experience level and etc. The author used socio-demographic variables in order to subsequently make a more detailed analysis and find out what factors influence the respondents' answers. The second part of the survey consisted of three questions that lead to the main research. These questions asked workers' opinions about COVID-19 in general. The questions in the third part of the survey were related to how COVID-19 affects the motivation and performance of employees, as well as their productivity. Does the current situation with the pandemic negatively affect the condition of people, their motivation and work? The last part of the survey related to remote work. Many employees have switched to work from home, thus companies are trying to follow all safety measures and reduce the risk of coronavirus among their employees. Much of the research works that will be described in subsequent chapters suggests that teleworking is an important factor that positively affects the well-being of people. It is the ability to spend more time at home with the family that allows people to better perform their work duties, since their mental state is not threatened. It is necessary to mention, working from home can be an enjoyable, added bonus that eliminates some of the motivation and performance problems caused by COVID-19. The respondent could give only one answer to each of the questions. All items were rated using a 5-point Likert-type scale ranging from 1, which means Strongly disagree, to 5, which means Strongly agree.

On the basis of the described methodology, the author puts forward his hypotheses, which he is going to prove in the analysis of the results. Therefore the hypotheses were prepared by the researcher.

- H1: COVID-19 negatively effect on the employees motivation and performance.
- H2: Remote work can be considered by companies as an opportunity to increase employee motivation and their productivity.

3.1.2. Qualitative research method of the work.

The second method that the author used in his empirical research is the qualitative method. The qualitative method allows the study of social and cultural phenomena. The peculiarity of this method allows you to better get to know human being and their cultural and social living beds. The main goal of the qualitative method is the desire to understand the phenomena from the point of view of the participants.⁷⁵

The main characteristics that the qualitative method uses and which describe it well are the desired goals, for example. The goals are a deep understanding of the social world of the research participants with the correct interpretation. This can be a study of their social and material circumstances, experience and skills that help research the question asked by the author. It is also a small sample size selected based on specific criteria. The data collection methods that a qualitative research method offers have close contact between the researcher and the research participants, allowing for better research of emerging problems. Studies like this provide extensive and detailed databases.⁷⁶

It should be clarified, regarding the author's research that this is a very important point in the preparation of the research work because for confirming of thesis it is necessary to get external opinion from specialists. And also ask the opinion of ordinary workers who are currently exposed to the impact of COVID-19 and the consequences that the global pandemic has caused. The question which was investigating is about employee's motivation during covid-19 and their desire to work. How badly the coronavirus and the restrictions that the pandemic has triggered have affected workers, their motivation and productivity. In the first chapter, the author has already explained that motivation is an important and integral aspect in working with people. Motivation contributes to productive work, and its absence, on the contrary, negatively effects on performance.

The answer to this question could only be given by specialists and workers of Action. Human resources employees who work with people and interact with them see the problem from the inside. Human resource specialists are meeting face to face every day with the challenges posed by the coronavirus pandemic and unrest, striving to maintain optimal performance in companies during this critical and crisis time for everyone. Their opinions, which they can share regarding the current situation, will help the author find answers and,

⁷⁵ Toloie-Eshlaghy, A., Chitsaz, S., Karimian, L., & Charkhchi, R. (2011). A Classification of Qualitative Research Methods. *Research Journal of International Studies*, 106-123(20), 106, 107.

⁷⁶ Moriarty, J. (2011). *Qualitative Methods Overview* (p. 2). NIHR School for Social Care Research. https://www.researchgate.net/publication/265206600_A_Classification_of_Qualitative_Research_Methods
https://www.researchgate.net/publication/233741593_Qualitative_Methods_Overview_Methods_review_1

based on them, offer his recommendations. In this bachelor work it was used primary descriptive qualitative method with, which are the best for describing, interpreting, contextualizing, and gaining in-depth insight into specific concepts or phenomena.

One of the most popular qualitative research methods is interviewing. It is a flexible way to ask respondents questions about a research topic based on their experience. The interview provides a lot of information on the research topic and this is its advantage, although analyzing such data also takes a lot of time.⁷⁷

In the scientific work, primary data were used through interviews. Thus, the data used in the work in the chapter of studies are not borrowed; they were obtained by the author of the work, who raised a new, research question in their work. The main target were people, who respond for this field that is why creator decided to interview human resource specialists of company Action.

At the same time, it was the most suitable approach to answering research questions. Because of the important points for in this work was to get specialist's opinion about this situation. They work in this specific and clearly understand what is going on. HR specialists can describe the most advantages and disadvantages of their work. The criteria for validity and reliability in this type of research were competence, experience and skills of interviewees. They understanding of people behavior, features and skill to work with people trying to create all necessary conditions for effective work.

3.2. Background of the previous researches.

A quantitative research method with sampling survey and qualitative method with interview in research work is based on similar studies that have already been carried out by other authors in other regions. For example, in the Lithuanian research "Working from Home — Who Is Happy? A Survey of Lithuania's Employees during the COVID-19 Quarantine Period", written by authors Agota Giedre Raišien, Violeta Rapuano, Kristina Varkulevičiūtė and Katarína Stachová explores teleworking during COVID-19 and the resulting state of workers. Due to the COVID-19 pandemic, which forced everyone to leave offices, there is a strong demand for teleworking. One of the theses of the Lithuanian study was that telecommuting or teleworking provides benefits not only to organizations, allowing them to hire people around the world, but also to employees without being tied to a specific working time. In other words, workers gain flexibility in terms of working time, allowing them to go

⁷⁷ Moriarty, J. (2011). Qualitative Methods Overview (p. 2). NIHR School for Social Care Research. https://www.researchgate.net/publication/233741593_Qualitative_Methods_Overview_Methods_review_1

about their business and spend more time on themselves, these are the factors that motivate people. The idea of the author of the bachelor's work to determine how today COVID-19 affects the motivation of company employees and whether there are any, additional factors in this difficult time that can inspire or motivate people to do good work. This allows them to better plan their working hours and personal lives, not be constantly under the control of their managers and experience less stress.⁷⁸

On the basis of this research, the author of the bachelor's work included questions related to remote work in his quantitative research method. In the subsequent chapters of the third part, which is devoted to the empiric research, the survey and the questions in it will be sorted out more closely. Because teleworking can be an important factor, it can also be a source of motivation for employees, allowing them to work from home and spend more time with family.

Moreover, the author also relied on the article “Impact of Coronavirus (COVID-19) and Employees' Reaction to Changes on Employee Performance of Bangladesh” from the journal “The International Journal of Business & Management” therefore the empirical research of the bachelor's author is also based on this research. Opinions about the COVID-19 by a bachelor's author and a business journal authors conducting similar studies are similar. For the most part, the author of the empirical study himself, when creating his survey from the quantitative method, based on the opinions and questions that were raised in the study in Bangladesh. The authors in a research on the impact of COVID-19 in Bangladesh argue that employee's performance is at risk as it depends on their “mental condition”. Moreover, the presence of fear for their safety is one of those factors that negatively affect the state of workers. The reasons are that employees are worried about the risk of contracting the virus, loss of work and finances, social isolation, all this leads to the fact that people feel unprotected and therefore their productivity decreases, since their motivation is low and they cannot focus on work. On this opinion, the author of the research paper and based his research, using similar questions about how COVID-19 affects the motivation, productivity or communication and working behavior of employees at Action.⁷⁹

⁷⁸ Raišienė, A. G., Rapuano, V., Varkulevičiūtė, K., & Stachová, K. (2020). Working from Home—Who is Happy? A Survey of Lithuania's Employees during the Covid-19 Quarantine Period. *Sustainability*, 12(13), 5332. <https://doi.org/10.3390/su12135332>

⁷⁹ 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). <https://doi.org/10.24940/theijbm/2020/v8/i8/bm2008-013>

Nowadays the problem of motivation and productivity among employees has become very urgent. This is confirmed by many studies and questions from organizations. Since Covid-19 has made its own adjustments to the usual work for everyone. Organizations began to think and find new methods of motivating their employees in this time of crisis.

This is confirmed by another study "How to Maintain Employee Motivation Amid The Covid-19 Virus Pandemic "by Christian Wiradendi Wolor, Solikhah, Dewi Susita, S.Martono from the International Journal of Economics and Business Administration. The purpose of this study is to find additional ways to motivate employees today given the current pandemic. The study also notes that worrying about the emergence of a new virus will have a negative effect on the motivation of workers and this will have implications for their productivity. However, this will not force the employees of the companies to completely stop their work activities. Based on their values and human needs, they will continue to work to make money, pay bills and buy food. This way they can support their monthly needs while working. However, the level of their motivation will be very low, and this already means that the organizations themselves will show low performance. It is important to clarify that in this situation, leaders and employees of HR departments will play an important role, who must continue to work with the company's personnel and take care of their well-being and motivation. As in the work of the bachelor, the authors of this study relied on the theory of Abraham H. Maslow, who argued that motivation is formed from the hierarchy of needs. Fulfillment of each group of needs in turn, starting from the very first, such as food, clothing, shelter, allows you to reach the next group of needs. It is the fulfillment of each need from the Maslow hierarchical ladder that allows you to get a motivated employee.⁸⁰

Also, this study confirms already previous work that has been described on the topic of the fact that working from home can be a source of motivation. This provides a kind of safety for employees and creates a balance between work and personal life, but also brings minor downsides, such as misunderstandings among employees and company managers. Due to the fact that social distancing is actively used, people may not always correctly understand the task or their manager, all this is reinforced by a sense of isolation. However, this is not a very common problem, it is still there. However, modern programs such as Microsoft Teams,

⁸⁰ Christian, Solikhah, Susita, D., & Martono, S. (2020). How to Maintain Employee Motivation Amid The Covid-19 Virus Pandemic. *International Journal of Economics and Business Administration*, VIII(Issue 4), 78–86. <https://doi.org/10.35808/ijeba/570>

where companies can hold regular meetings and conferences using a webcam, compensate for this flaw.⁸¹

As a result, based on this and previous researches, the author of the bachelor's work also included questions related to remote work and communication among employees in his research. As far as this type of work can be considered as a way to motivate employees when used correctly.

3.3. Data Analysis.

This chapter will describe exactly how the author of the work carried out the analysis of the data obtained. It is worth recalling that the study consisted of a quantitative method, this is a survey of Action employees, as well as a qualitative method, which involves interviews with employees of the HR department of Action.

To analyze the questionnaire data, the author used the necessary software, Microsoft Office Excel and IBM SPSS Statistics 21 version. The statistics program allows the researcher to sequentially collect responses. The survey questionnaires created by the researcher help the researcher representing the data appropriately. The Excel program was used by the author to encode the responses received. Initially, the received answers were transferred from Google form to Excel. Having processed and encoded the answers, the author then used the IBM SPSS program. The statistical program accepted only coded databases and after the author of the scientific work could use SPSS for statistical analysis and calculation of the necessary data.

⁸¹ Christian, Solikhah, Susita, D., & Martono, S. (2020). How to Maintain Employee Motivation Amid The Covid-19 Virus Pandemic. *International Journal of Economics and Business Administration*, VIII(Issue 4), 78–86. <https://doi.org/10.35808/ijeba/570>

Socio-demographic variables represented in the questionnaire of the author.

Variable		N	%
Gender	Male	87	58%
	Female	63	42%
Total		150	100%
Age Group	22-26	51	34%
	27-31	42	28%
	32-36	33	22%
	37-41	18	12%
	Older.	6	4%
Total		150	100%
Education	Secondary	9	6%
	Bachelor's degree	98	65,30%
	Master's degree	43	28,70%
Total		150	100%
Field of activity	Finance	42	28%
	Human resource	16	10,70%
	IT.	23	15,30%
	Logistics	35	23,30%
	Marketing	34	22,70%
Total		150	100%
Job experience level	Entry-level	20	13,30%
	Intermediate.	109	72,70%
	Mid-level. (managerial).	21	14%
Total		150	100,00%
Country	Netherlands	70	46,70%
	Germany	45	30,00%
	France	35	23,30%
Total		150	100,00%

A table created by the author based on the results of his questionnaire, which were analyzed in SPSS, 2021.

As described in previous chapters, the first part of the questionnaire was socio-demographic questions. These questions are presented in Table 3.1, where all the variables are described, and the percentages of responses for each of the variables are calculated.

According to the results of the study, it can be argued that representatives of five age groups took part in this survey: the largest percentage is 34% (N = 51) of the 22-26 age group, 28% (N=42) of 27-31 age group, 22% (N=33) of the 32-36 age group, 12% (N=18) of the 37-41 age group and 4% (N=6) of the "Older" age group.

Regarding education, 65,3% (N=98) of the respondents with a bachelor's degree, 28,7% (N=43) of the respondents with the master's degree and 6% (N=9) of the respondents with only secondary education. What the level of the company and its ambitions can indicate.

Among the field of activity declared by the author, management activity has been removed from the table based on the results of respondents who have never selected this field. And also some of the answers such as Demand and Supply Planning have been added to the Logistics field because it is the branch of the logistics department. Regarding of activity field the most part of employees worked in Finance, 28% (N=42), 23,3% (N=35) worked in logistics field, 22,7% (N=34) worked in marketing field activity, 15,3% (N=23) worked in IT specialties field and 10,7% (N=16) worked in HR field department.

A question related to an employee's level of experience or level of position is also an important factor reflecting potential differences of opinion among respondents. In other words, depending on the position, intern, specialist or manager, will the employee have a different opinion on the problem under study? Regarding job experience level 13,3% (N=20) is an entry-level workers, 72,7% (N=109) is intermediate employees, which is the biggest part of respondents and 14% (N=21) is the Mid-level or managerial workers.

The last variable is the country in which the company's office is located or where these respondents work. According to the results 46,7% (N=70) of respondents worked in Netherlands, it is the biggest percentage due to the fact that in Netherlands located head office of the company. Second one is 30% (N=45) of respondents worked in Germany and 23,3% (N=35) of people worked in France.

Analysing the descriptive statistics of the questionnaire

	N	Mean	Median	Mode	Std. Deviation	Variance	Skewness	Kurtosis	Minimum	Maximum
Gender	150	,4200	0,0000	0,00	,49521	,245	,327	-1,919	0,00	1,00
Age category	150	2,2400	2,0000	1,00	1,16250	1,351	,610	-,565	1,00	5,00
Level of education	150	2,2267	2,0000	2,00	,54523	,297	,090	-,214	1,00	3,00
Field of your activity.	150	3,2467	3,0000	1,00	1,86071	3,462	,229	-1,270	1,00	6,00
Type of your employment.	150	1,0000	1,0000	1,00	0,00000	0,000	,213	,122	1,00	1,00
Your job experience level.	150	2,0067	2,0000	2,00	,52452	,275	,008	,722	1,00	3,00
What country do you work in?	150	1,83	2,00	1	,862	,744	,330	-1,582	1	3
A terrible time of crisis for the economy and people in general.	150	4,3200	4,0000	4,00	,61655	,380	-,676	1,263	2,00	5,00
Covid-19 is helping to develop a new way of working (remote work or telework.)	150	3,9400	4,0000	5,00	1,08825	1,184	-,861	,057	1,00	5,00
The presence of Covid-19 in my country affects my motivation negatively.	150	3,7467	4,0000	4,00	1,12439	1,264	-,835	,122	1,00	5,00
Fear of COVID-19 affects my motivation as an employee of the company	150	3,6133	4,0000	4,00	,96785	,937	-,551	-,164	1,00	5,00
Changes in the economic situation that were caused by the COVID-19 negatively affect my working behavior and condition.	150	3,6133	4,0000	4,00	,96089	,923	-,535	-,526	1,00	5,00
Changes in the economic situation caused by the COVID-19 affect my motivation as an employee of the company:	150	3,5200	3,5000	3,00	,96739	,936	,010	-,956	2,00	5,00
My productivity and performance at work depends on my work behavior and condition.	150	3,8333	4,0000	4,00	,74561	,556	-,605	1,019	1,00	5,00

(Continue) Analysing the descriptive statistics of the questionnaire

	N	Mean	Median	Mode	Std. Deviation	Variance	Skewness	Kurtosis	Minimum	Maximum
My productivity is directly related to my motivation.	150	4,0000	4,0000	4,00	,79427	,631	-,652	,274	2,00	5,00
Due to the a pandemic situation, I began to work remotely.	150	4,4067	4,0000	4,00	,53214	,283	-,025	-1,149	3,00	5,00
I still come to the office at least once a week.	150	3,0933	3,0000	4,00	1,35778	1,844	-,253	-1,243	1,00	5,00
Working from home positively affects my motivation and productivity.	150	3,7733	4,0000	4,00	,86036	,740	-,505	,060	1,00	5,00
I complete my daily tasks quicker at home.	150	3,6800	4,0000	4,00	1,00549	1,011	-,445	-,527	1,00	5,00
I work more hours at home than at the office.	150	3,9733	4,0000	4,00	,96896	,939	-1,068	,681	1,00	5,00
Remote work does not negatively affect my productivity	150	3,8000	4,0000	4,00	,81100	,658	-,612	,522	1,00	5,00
I have more time for myself while working from home.	150	3,9800	4,0000	4,00	,81488	,664	-,642	,150	2,00	5,00
I spend more time with my family while working from home.	150	3,9867	4,0000	4,00	,85127	,725	-,570	-,226	2,00	5,00
Working from home is a good practice that companies should continue with.	150	3,7333	4,0000	3,00	,93167	,868	-,300	-,075	1,00	5,00
Remote work provides more advantages than disadvantages.	150	4,0533	4,0000	4,00	,81748	,668	-,622	,333	1,00	5,00

A table created by the author based on the results of his questionnaire, which were analysed and presented in SPSS, 2021.

Since the moment of completing the first part of the empirical research, which used the quantitative method, namely the questionnaire, the author began to analyse the data. The author of the research paper uses descriptive statistics to demonstrate results of the research. It

should be noted that all results were encoded through Excel and then presented in IBM SPSS. Therefore, in table 3.2, which is presented on two pages of the chapter on empirical research, there are results from 1 to 5. Based on the methods of work, it is worth recalling that the author used the Likert scale, Therefore values from 1 to 2 mean the respondents disagree with the author's statements. And the values in the range from 4 to 5 mean full agreement with the statements in the questionnaire about the negative impact of COVID-19 on workers. A value of 3 described the respondent's neutral opinion, who did not consider himself to be a specific choice.

Based on the data obtained, which are presented in Table 3.2, it can be argued that in the second part of the questionnaire, which asked the opinion about how the respondents describe such a phenomenon as COVID-19 in the statements: "A terrible time of crisis for the economy and people in general.", "Covid-19 is helping to develop a new way of working (remote work or telework.)", "The presence of Covid-19 in my country affects my motivation negatively.", respondents answered more "Agree" and "Strongly agree", as evidenced by the arithmetic mean for each of the three questions from 3.7 to 4.3. Moreover, the median and mode indicators also vary in these values, 4-5. Due to these results, the first conclusion can be drawn that workers in most cases view COVID-19 as a potential threat for work.

The next line of questions refers to the third part, which asks the respondents about the impact of COVID-19 on their motivation, working condition and performance. Based on the data obtained, it can be argued that the values here are different, as in the previous part of the questionnaire. The respondents answered positively from 3-4 in the majority, therefore expressing their agreement with the statements that COVID-19 negatively affects their motivation, productivity and well-being.

In the last 10 questions related to telecommuting, employees responded with increased agreement. The arithmetic mean is varied from 3 to 4.4. As a result, respondents expressed their agreement with the importance of remote work today, and also agree that remote work has more advantages than disadvantages. According to the respondent's answers, which by presented Likert scale, companies should continue to develop this practice further.

However, for a more detailed analysis, the author decided to use cross-tabulation analysis in his scientific work to calculate the relationship between variables. What factors can potentially influence the answers of the respondents to the questionnaire: age, gender, country in which they work, level of position.

For cross-tabulation analysis, the author selected variables from socio-demographic questions such as gender, age and country in which the respondent works because these factors are important. Age reflects a person's financial dependence and his need for higher earnings. As discussed in previous chapters, workers fear losing their source of income. An important point is that the older a person is, the more financial liabilities he has, for children and a large family in general, credits, taxes, mortgages. It is age that determines a person's need to earn more. Consequently, the respondent is more susceptible to the factor of fear and fear of losing his job. This all affects his motivation and performance. Also, gender and country variables were added to the cross-tabulation analysis to see if these were important factors. Based on gender, we can say that male and female have different forms of behaviour. This is especially true for their response to the COVID-19 crisis. It is also worth adding that the country in which the respondent works may imply different reactions based on the fact that some parts of Europe have not been severely affected or seriously harmed by COVID-19.

Table 3.4

Evaluation of employees answers among different gender of respondents in cross tabulation analysis.

Question	Gender	N	χ^2	p
A terrible time of crisis for the economy and people in general.	M	87	2,825a	0,419
	F	63		
Covid-19 is helping to develop a new way of working (remote work or telework.)	M	87	1,595a	0,810
	F	63		
The presence of Covid-19 in my country affects my motivation negatively.	M	87	3,134a	0,536
	F	63		
Fear of COVID-19 affects my motivation as an employee of the company	M	87	15,507a	0,004
	F	63		
Changes in the economic situation that were caused by the COVID-19 negatively affect my working behavior and condition.	M	87	2,438a	0,656
	F	63		
Changes in the economic situation caused by the COVID-19 affect my motivation as an employee of the company:	M	87	3,747a	0,290
	F	63		
My productivity and performance at work depends on my work behavior and condition.	M	87	7,343a	0,119
	F	63		
My productivity is directly related to my motivation.	M	87	,146a	0,986
	F	63		
Due to the a pandemic situation, I began to work remotely.	M	87	2,449a	0,119
	F	63		
I still come to the office at least once a week.	M	87	3,613a	0,294
	F	63		
Working from home positively affects my motivation and productivity.	M	87	3,839a	0,428
	F	63		
I complete my daily tasks quicker at home.	M	87	1,815a	0,770
	F	63		
I work more hours at home than at the office	M	87	10,268a	0,036
	F	63		
Remote work does not negatively affect my productivity	M	87	6,555a	0,161
	F	63		
I have more time for myself while working from home.	M	87	,686a	0,876
	F	63		
I spend more time with my family while working from home.	M	87	7,556a	0,056
	F	63		
Working from home is a good practice that companies should continue with.	M	87	5,388a	0,250
	F	63		
Remote work provides more advantages than disadvantages.	M	87	4,536a	0,338
	F	63		

A table created by the author based on the results of his questionnaire, which were analyzed and presented in SPSS, 2021

Table 3.3 presents the first cross-tabulation analysis of variables using all the questions that were asked by the author in their questionnaire, as well as the gender of the respondents. By creating a common table, the author intends to show the dependence between these variables. In other words, how the gender of the respondents who took part in the survey can influence their responses related to COVID-19, as well as their views on the pandemic and teleworking. If the variables are related, then it can be argued that the results are “statistically significant.” and it is possible to reject the null hypothesis, meaning that there is some relationship between the variables. This indicator depends directly on the p-value. The designated alpha level of p-value in the author research will be .05, it is acceptable value in statistics. In the further analysis if the p-value is smaller than the standard alpha value (.05) the null hypothesis will be reject and author can state that between variables are dependence.

In table 3.3, it is possible to observe the lack of dependence between the presented variables. Therefore, the null hypothesis is valid and it is concluded that the variables are independent. This means that the gender of the respondents does not affect their answers.

Table 3.5

Evaluation of employees answers among different age groups of respondents in cross tabulation analysis

Question	Age group	N	χ^2	<i>p</i>
A terrible time of crisis for the economy and people in general.	22-26	51	10,200a	0,598
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
Covid-19 is helping to develop a new way of working (remote work or telework.)	22-26	51	26,772a	0,044
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
The presence of Covid-19 in my country affects my motivation negatively.	22-26	51	23,663a	0,097
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
Fear of COVID-19 affects my motivation as an employee of the company	22-26	51	37,345a	0,002
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
Changes in the economic situation that were caused by the COVID-19 negatively affect my working behavior and condition.	22-26	51	42,661a	0,000
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
Changes in the economic situation caused by the COVID-19 affect my motivation as an employee of the company:	22-26	51	21,087a	0,049
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
My productivity and performance at work depends on my work behavior and condition.	22-26	51	40,790a	0,001
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
My productivity is directly related to my motivation.	22-26	51	14,242a	0,286
	27-31	42		
	32-37	33		
	37-42	18		
	Older	6		
Due to the a pandemic situation, I began to work remotely.	22-26	51	8,521a	0,384
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
I still come to the office at least once a week.	22-26	51	17,601a	0,348
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
Working from home positively affects my motivation and productivity.	22-26	51	19,131a	0,262
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
I complete my daily tasks quicker at home.	22-26	51	9,506a	0,891
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
I work more hours at home than at the office	22-26	51	22,862a	0,117
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
Remote work does not negatively affect my productivity	22-26	51	40,608a	0,001
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		

A table created by the author based on the results of his questionnaire, which were analysed and presented in SPSS, 2021

Table 3.6

Evaluation of employees answers among different age groups of respondents in cross tabulation analysis (table continue.)

Question	Age group	N	χ^2	<i>p</i>
I have more time for myself while working from home.	22-26	51	19,636a	0,074
	27-31	42		
	32-36	33		
	37-41	18		
	Older	6		
I spend more time with my family while working from home.	22-26	51	14,412a	0,275
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
Working from home is a good practice that companies should continue with.	22-26	51	24,036a	0,089
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		
Remote work provides more advantages than disadvantages.	22-26	51	22,259a	0,135
	27-32	42		
	32-37	33		
	37-42	18		
	Older	6		

A table created by the author based on the results of his questionnaire, which were analysed and presented in SPSS, 2021

Regarding to the next table 3.4, in which presents the next stages of cross-tabulation analysis. This time, the author compares other variables, namely the results of the respondents based on their age group. As in the previous table, in this one the author intends to establish a relationship between the variables that are presented in table 3.4. This table is presented on two pages due to its dimensions. In this comparison of variables, it is possible to establish a more noticeable dependence between the variables than in the previous table. In view of this fact, author can conclude that the respondent's age group has a stronger influence on his choice, namely, his impression and opinion. However, those p values were highlighted in red that do not correspond to the stated norm of the author of the work regarding the p value, and are greater than 0.05. This method was used to highlight the difference between the results. Therefore, these p values show the independence of the variables and the relevance of the null hypothesis, which asserts independence.

Table 3.7

Evaluation of respondent's answers from different countries in cross tabulation analysis

Question	Country	N	χ^2	P
A terrible time of crisis for the economy and people in general.	Netherlands	70	17,643a	0,007
	Germany	45		
	France	35		
Covid-19 is helping to develop a new way of working (remote work or telework.)	Netherlands	70	19,883a	0,011
	Germany	45		
	France	35		
The presence of Covid-19 in my country affects my motivation negatively.	Netherlands	70	25,609a	0,001
	Germany	45		
	France	35		
Fear of COVID-19 affects my motivation as an employee of the company	Netherlands	70	10,673a	0,221
	Germany	45		
	France	35		
Changes in the economic situation that were caused by the COVID-19 negatively affect my working behavior and condition.	Netherlands	70	9,357a	0,313
	Germany	45		
	France	35		
Changes in the economic situation caused by the COVID-19 affect my motivation as an employee of the company:	Netherlands	70	13,468a	0,036
	Germany	45		
	France	35		
My productivity and performance at work depends on my work behavior and condition.	Netherlands	70	7,005a	0,536
	Germany	45		
	France	35		
My productivity is directly related to my motivation.	Netherlands	70	6,557a	0,364
	Germany	45		
	France	35		
Due to the a pandemic situation, I began to work remotely.	Netherlands	70	11,431a	0,022
	Germany	45		
	France	35		
I still come to the office at least once a week.	Netherlands	70	3,993a	0,858
	Germany	45		
	France	35		
Working from home positively affects my motivation and productivity.	Netherlands	70	4,592a	0,800
	Germany	45		
	France	35		
I complete my daily tasks quicker at home.	Netherlands	70	11,845a	0,158
	Germany	45		
	France	35		
I work more hours at home than at the office.	Netherlands	70	10,612a	0,225
	Germany	45		
	France	35		
Remote work does not negatively affect my productivity	Netherlands	70	20,874a	0,007
	Germany	45		
	France	35		
I have more time for myself while working from home.	Netherlands	70	11,713a	0,069
	Germany	45		
	France	35		
I spend more time with my family while working from home.	Netherlands	70	6,462a	0,373
	Germany	45		
	France	35		
Working from home is a good practice that companies should continue with.	Netherlands	70	34,954a	0,000
	Germany	45		
	France	35		
Remote work provides more advantages than disadvantages.	Netherlands	70	12,322a	0,137
	Germany	45		
	France	35		

A table created by the author based on the results of his questionnaire, which were analysed and presented in SPSS, 2021

In the final part of the cross-tabulation analysis, which is presented in Table 3.5, the author compares the variable of the country in which the respondents worked and their answers to the questions. How the country in which an employee works can influence his response. This time, the dependence between these variables has increased again. One p

value, which is lower than 0.05 and proving that the relationship between the variables is present, increased in table 3.5. Therefore, the total number of p values marked in red and confirming the null hypothesis is 11 in Table 3.5. It is necessary to return to previous Table 3.4, where total of these p values, which did not reflect the dependence between the variables, were 12. This means that it can be argued that the country in which the respondent works reflects the dependence on his answers more strongly than the gender or age of the respondent.

The dependence of these variables may also appear due to the fact that COVID-19 has differently affected each of the countries in Europe. For example, in Italy, in the first wave, the very serious outbreak of COVID-19 was recorded, which greatly affected the work of all health care institutions. Therefore, it created additional fear for the employees in Italy. However in particular case the respondents were from the Netherlands, Germany and France, then it is worth noting that each of these countries experienced a period of pandemic in different ways, which is not over yet. Based on this, the workers had different opinions.

3.4. Results and data discussions

In the previous subchapter, the author analysed the data obtained. The analysis was carried out by comparing variables with each other using cross-tabulation analysis. After completing the analysis and establishing the relationship between some of the variables and the results of the questionnaire, the author can proceed to the final part of the empirical research, demonstrating the final results. In the description of the research methodology, hypotheses were declared, which the author is going to prove. The author's goal is to demonstrate the results of the questionnaire survey and prove his hypotheses using examples of how employees answered.

- H1: COVID-19 negatively effect on the employees motivation and performance.
- H2: Remote work can be considered by companies as an opportunity to increase employee motivation and their productivity.

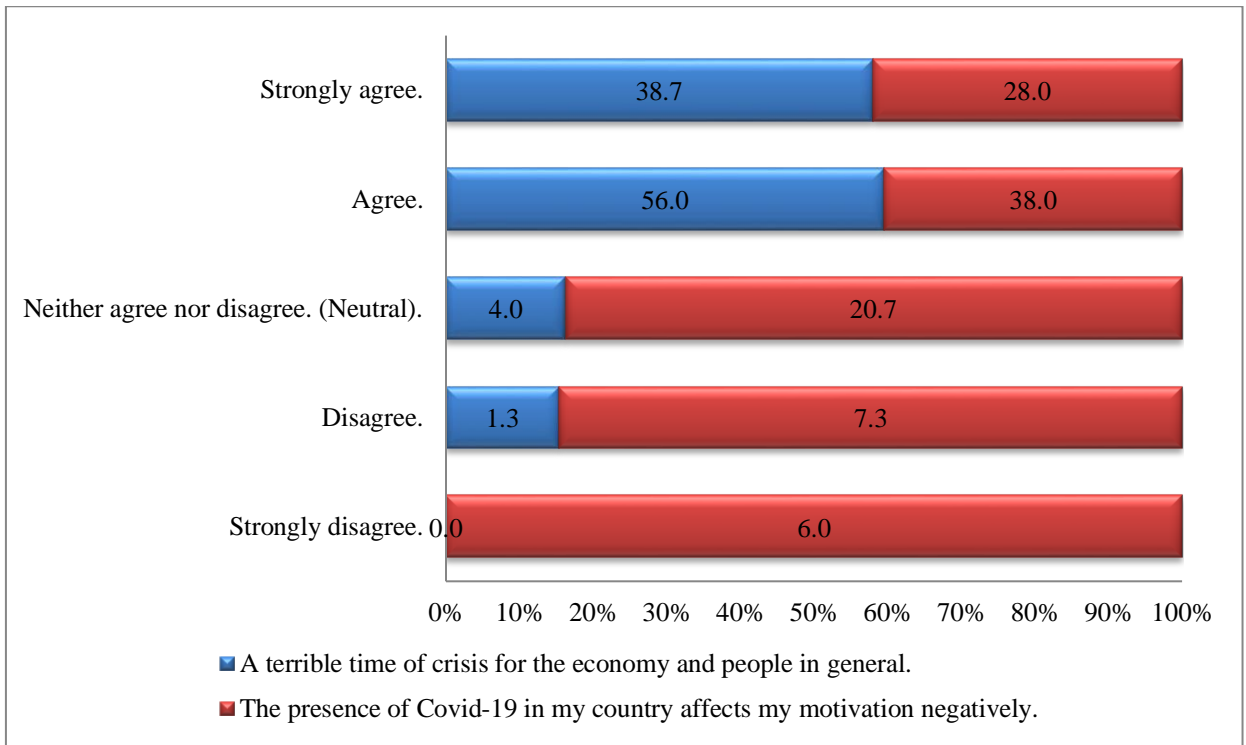


Figure 3.1 Reactions of respondents on the COVID-19, based on the results of survey.⁸²

In Figure 3.1, the author demonstrates the results of the first questions answered by the respondents. This graph is a collection of questions that ask the reaction of respondents on the COVID-19 pandemic. In the first variant, approximately 94% of the responding respondents consider the pandemic a difficult and crisis time affecting on the people and economy. In the second variant of statement, 66% of respondents indicated that the presence of COVID-19 in their country negatively affects their motivation. Based on the first results, it can be concluded that COVID-19 has negative effects on humans. Moreover, this partly confirms the first hypothesis that the author stated that COVID-19 is a threat to employee motivation and productivity.

⁸² Source: the figure was created by the author of the work based on the survey results



Figure 3.2 Effect of COVID-19 on employee's motivation and productivity, based on the survey results.⁸³

The second part of the research results is representing in Figure 3.2. This graph shows the results of four questions that were designed to get feedback from company employees about the changes in their level of motivation and productivity since the beginning of the pandemic.

To the first statement, "Fear of COVID-19 affects my motivation as an employee of the company", 62% of all respondents chose the answers "Agree" and "Strongly agree" on the Likert scale. In this way, most recognize the fact that COVID-19 causes fear in them, which negatively affects their motivation. Of all respondents, 14% disagree with this statement, and 23% took a neutral position.

On the second statement, "Changes in the economic situation that were caused by the COVID-19 negatively affect my working behaviour and condition." 65% of all respondents answered positively, with the result that they assert that changes in the economic situation, which is deteriorating due to the pandemic, affect their working condition and behaviour. It should be noted that the majority of all respondents agree with this. Another 16% chose a

⁸³ Source: the figure was created by the author of the work based on the survey results

neutral position, while the remaining 17% did not agree with this and answered that it did not affect them in any way.

The last two questions in Figure 3.2 are related and similar. Both statements demonstrate a direct relationship between motivation, behaviour, employee's condition, and employee performance. Therefore, if the first three indicators of an employee suffer, then in the end his performance will also deteriorate and he will work less efficiently. Moreover, 72% and 79% of all respondents agree with these statements, stating that motivation and their behaviour affects the results and performance of their work. Therefore, it can be concluded that the deterioration in the motivation and working condition of the employee, which may be observed due to the current pandemic, negatively affects the overall working productivity of the employee.

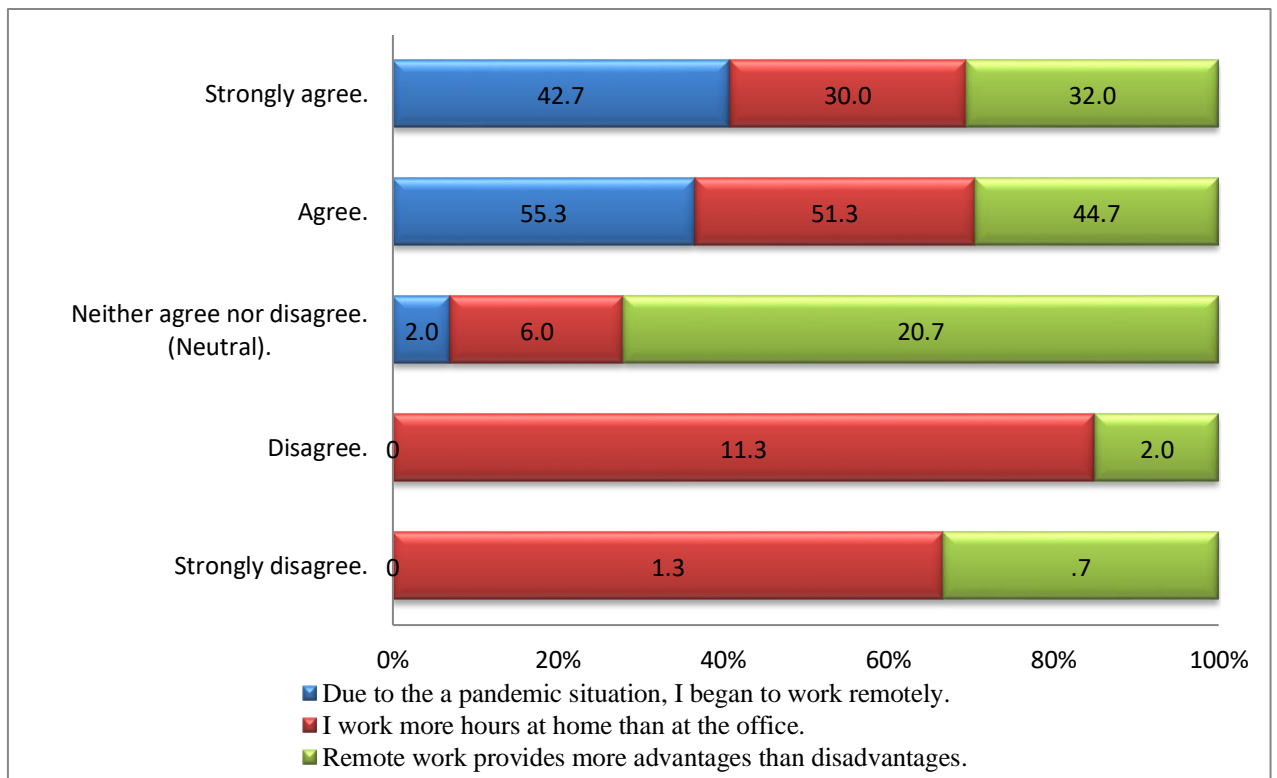


Figure 3.3 Reactions of respondents on the remote work, based on the results of survey.⁸⁴

Regarding to the second hypothesis in order to confirm it, it is worth first clarifying what percentage of the surveyed workers began to work from home. Figure 3.3 shows that more than 90% of the surveyed respondents switched to remote work, as evidenced by the results for the approval "Due to the a pandemic situation, I began to work remotely." Moreover, based on the results of answers to the second question, one more conclusion can be drawn. People still work remotely for most of their working hours without often visiting the

⁸⁴ Source: the figure was created by the author of the work based on the survey results

office. This conclusion was based on 81% of the positive responses that were provided to the question "I work more hours at home than at the office."

The second thing should find out the general attitude of respondents to remote work. Figure 3.3 presents the last question "Remote work provides more advantages than disadvantages". Moreover, based on the results of the survey, the graph shows that approximately 76% of percent answered positively, choosing "Agree" and "Strongly agree". Thus, it can be concluded that company employees view the possibility of working from home positively.

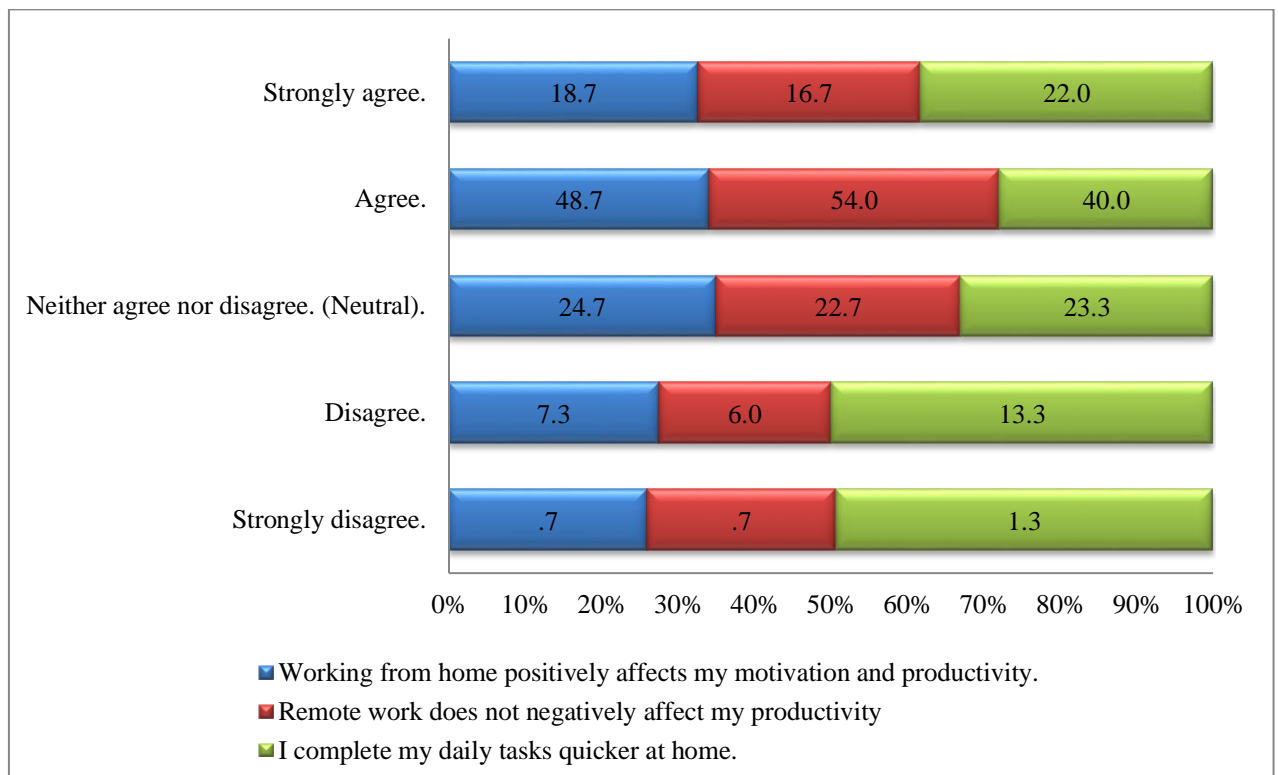


Figure 3.4 Effect of remote work on employee's motivation and productivity, based on the survey results.⁸⁵

On the figure 3.4, which is the second part of the analysis of the results and confirmation of the second hypothesis, demonstrates the effect of teleworking on productivity and employee motivation according to respondents. Analysing each question separately, it should be noted that the first question "Working from home positively affects my motivation and productivity", respondents answered in majority positively, approximately 67.4% agree with this statement, 24.7% preferred to pick neutral answer and the remaining 7% answered that they did not agree with this statement and remote work does not positively affect their motivation and productivity.

⁸⁵ Source: the figure was created by the author of the work based on the survey results

A second question, titled "Remote work does not negatively affect my productivity", has been analysed to potentially allow for negative effects of remote work and has been added to Figure 3.4. Of the total number of respondents, 70.7% answered positively, thereby confirming that working from home does not cause them any problems with performance at work. As in the previous question, almost a quarter, 22.7% took a neutral position and 6.7% answered that remote work still has a negative effect on productivity.

The final question in the analysis of the results was "I complete my daily tasks quicker at home." Out of 100% of all respondents, 62% chose an affirmative answer (of which 16.7% answered "Strongly agree", and 54% "Agree".) About 23% answered neutrally, not choosing a positive or negative answer. And already in this question, an increased percentage of respondents was noticed, who answered negatively by 14.6%. This is the number of respondents who assert that they do not complete their work faster at home.

As a result, most of the respondents answered in favour of working remotely and that this can be viewed as a potential type of motivation increase. From this, the author can conclude that the first and second hypothesis are proven based on the results of the questionnaire. Moreover, it can be argued that COVID-19 negatively effect on the employees motivation and performance and remote work can be considered by companies as an opportunity to increase employee motivation and their productivity. However, these are only the results of a quantitative research method. In the next and final chapter of the research, the author will provide the results of the qualitative method, interviews in which specialists from the HR department took part.

3.4.1. Interview results and analysis.

In this final sub-chapter of the research, the results of the qualitative research method will be discussed. It is necessary to note that for the qualitative method, a formal interview was selected, which was compiled and sent in written form to the respondents in email. Due to the COVID-19 situation, the author had some minor problems in conducting face-to-face interviews online. The employees who took part in it did not disclose their names and work emails, however, they provided information about their position and position at work for better research and so that the author could be sure that he was asking questions of the specialists from HR department. Furthermore, all interviews will be attached below in the appendix after the main part of the work. The opinion of these specialists, which the author received through the interviews, is the second part of a large empirical study, which is also necessary in order to confirm the results of the questionnaire and prove that, in the opinion of

white-collar employees of the company, as well as the specialists of the HR department themselves, COVID-19 is a threat to motivation and performance of employees, and remote work can be regarded by companies as an effective method of motivating their employees.

The interview consisted of three parts. The first part dealt with background questions, the purpose of which is to clarify basic information about the respondent, his position, the company in which he works. Then, in the second part, questions related to COVID-19 and employees motivation of the company. And the third part is devoted to questions about remote work. Each of the parts of the interview has a corresponding title, which states the topic in advance with a question. This can be found in the sample interview. In the interview participated two employees of the Action Company working in the HR department. More detailed information about each of the respondents will be presented below. In chapter "Interview results and analysis" the author demonstrates and analyses the results of answers not to all the questions asked in the interview, but only those that are most important.

3.4.1.1. The first case of the interview.

In the first case, the results of an HR manager who has been working in the field of personnel for about 10 years will be analysed. The main responsibilities of this specialist include coordination and planning of personnel, solving problems between personnel and managers, supervising the recruitment process of new employees, coordinating other HR specialists, as well as consulting on other issues related to HR and company policy.

Regarding the first question in the COVID-19 part of the questions, which is written like this: "What changes have you noticed in the working performance of your employees since the outbreak of the pandemic?" the manager replied that due to the uncertainty that was at the beginning of the pandemic, this period can be called the most difficult, because employees did not know what to expect and were constantly thinking about things not related to work. As a result, these negative thoughts negatively impacted their motivation and performance. Moreover, constant changes in the workflow, many amendments to work and finally work from home. Employees needed to get used to it and work as efficiently as before, but it was stressful for them.

The second question that was chosen from the interview is: "How can you describe the effect of covid-19 on employees of your company?". The HR manager believes that COVID-19 has caused many losses and problems for many people and organizations. However, it should be noted that there are positive aspects as well. For example, some employees have managed to find some balance between work and personal life. According to the specialist,

this is largely due to work from home, which deprived people of the need to spend a lot of time every day moving to the office.

In the next question, "How motivated are the employees of your company today?" which is necessary in order to assess the state of workers today, the human resource manager noted that people, in comparison with the beginning of the pandemic, are normal and know what can potentially be expected from the crisis. An important feature that the manager emphasizes is uncertainty about the future. It is this reason that can cause fear and loss of motivation among employees, but now the situation is different and people, having worked for more than a year in the pandemic, have managed to adapt to it.

The final question about COVID-19 that will be analysed in the study is "What factors today influence employee motivation negatively or positively?". The manager emphasized that the company uses generally accepted ways to stimulate effective work: awards, high wages, development for employees. However, according to the specialist, it is also necessary to help employees find a balance between work and personal life. Due to current restrictions that restrict people from communicating with friends and visiting public places with them, an employee is more likely to "burn out". This means a loss of desire to do their job, equivalent to a loss of motivation. To prevent a negative scenario, the company makes sure that employees do not overwork, are provided with everything they need to work comfortably, and are constantly involved in work process and have no problems with communication.

The questions in the last part of the interview are related to remote work. To the first question in the last part, "Could you explain please how working from home effects on productivity of your employees?", The HR manager replied that remote work affects everyone in different ways. Some workers feel better because they can spend more time with their families or spend this time with themselves. Working from home allows them to better perform their duties, as there is no disturbance around. For other employees, this is not a big benefit. It is difficult for these people to concentrate at home; many factors distract them and do not allow them to work effectively. For this reason, the Action Company allows its employees to rotate and work a small part of the working time in office for a change of scenery.

In the next question about remote work, "How does remote work help in solving problems with employee motivation or, on the contrary, creates additional difficulties?". The first respondent provided a similar answer to the previous question. However, it can be noted

from his words that remote work reduces employee stress, it helps the employee to be more relaxed and not be exposed to external factors of stress.

The final question from the teleworking part of the interview will be "What positive factors provided by teleworking can be seen as beneficial for employee motivation and performance?" in order to be convinced of the final effect of remote work on the motivation and productivity of employees. HR manager responded that working from home is generally beneficial as it gives employees more independence. Independence is a factor in ensuring that the employee is satisfied based on the response of the HR manager. After employees switched to remote work, the HR department noted that job satisfaction among employees increased

3.4.1.2. The second case of the interview.

The second interview was attended by an HR advisor who has been working in the HR department for 4 years. This specialist is responsible for newcomers to the company, working in the training division of the HR department. His responsibilities include conducting familiarization days with newly arrived employees, as well as trainings and training courses for employees.

The first question about COVID-19, "What changes have you noticed in the working performance of your employees since the outbreak of the pandemic?" in which the second respondent of an interview noted the onset of the pandemic as a difficult time for employees. The situation was constantly changing, COVID-19 spread rapidly around the world and it was difficult to define a new way to work effectively. The unstable situation at work and in the world caused a drop in employee motivation. The HR advisor also added that in the end, people were able to adapt to the new conditions and are now working more efficiently. This is also due to the remote work.

In the second question about COVID-19, "How can you describe the effect of covid-19 on employees of your company", the second specialist noted an increase in the total workload, which also increased at the beginning of the pandemic. First of all, this negatively affected the motivation of workers with little experience or qualifications due to their lack of skills to cope with high pressure, increased workload and stress. More qualified employees of the company with extensive experience coped with increased pressure and workload more easily.

In the third question, "How motivated are the employees of your company today?" The HR advisor replied that his staff members of his team are currently motivated and work

efficiently. He clarified the previously described reasons, such as stability in the situation, namely, people are already accustomed to the current situation, which for a certain period of time does not significantly change for the worse. As well as general changes in the daily work of employees who have switched to work from home. HR advisor claims that due to new communication tools, it can be considered an effective method of work.

In the question "What factors today influence employee motivation negatively or positively?" the second interviewee wrote that many factors influencing employee motivation have not changed. People still think about high wages, career advancements, and bonuses. But the current situation with COVID-19 has shown that company employees may also need an increased amount of communication or social interaction. This is because people spend most of their time at home due to restrictions and do not meet with friends or colleagues as often. The human resource specialist noted that in their company they are trying to satisfy this need among people by providing them with additional online meetings with colleagues and conducting all non-work related activities also online: parties, team buildings, etc.

To a remote work question, "Could you explain please how working from home effects on productivity of your employees?" The HR advisor replied that, first of all, people can independently organize their day. For example, in order to spend more time with their loved ones, employees are more responsible in time management. Because many people want to work less from home, so this motivates them to complete their tasks faster and more efficiently, as a result of which it is possible to say that remote work not only increases motivation and productivity, but also improves the time management of employees.

Moreover, in the question "How does remote work help in solving problems with employee motivation or, on the contrary, creates additional difficulties?" the second respondent, who is an HR advisor, provided an answer to the question, which states that as long as employees are "staying in touch with their manager and feel supported", there will be no problems with low motivation. Because the Action HR department pays extra attention to its employees at remote work and does not allow them to be left without interaction with the company management.

In the final question, "What positive factors provided by teleworking can be seen as beneficial for employee motivation and performance?", the HR specialist concludes that employees are better organizing their working day. This skill demonstrates work-life balance and thus people are motivated to do their own work well. Hoping that working from home can

be considered as an effective way to stimulate work and be introduced on an ongoing basis, which will greatly change the general, daily routine of employees.

In the conclusion of the entire analysis of the qualitative research method, namely the interview, it can be noted that both personnel specialists, regardless of their level of position and work experience in the HR department, provided some similar answers and opinions to questions related to motivation, employee productivity and remote work. Both experts noted that one of the most destructive factors of COVID-19, which greatly influenced the motivation of employees, is uncertainty about the future, making employees worry and preventing them from focusing on work. Ultimately, this also negatively affected performance.

Also, employees with a small amount of experience suffered more than others due to the lack of the necessary skills to cope with increased pressure and stress. The HR advisor noted that those employees who have extensive experience of working in different situations and under different conditions, including crises, did better in this matter. Such employees manage to overcome negative thoughts and concentrate on work.

Moreover, human resource experts agreed that it was the beginning of the pandemic that was the most difficult. It took a while for people to get used to the new work environment, and it took time for companies and HR to adapt to new strategies. However, the time of crisis is not over yet, as the situation continues to change, the HR specialists added that people are now doing much better work than at the beginning of the COVID-19 crisis.

This is largely due to work from home, which has provided many employee benefits. HR employees cite these advantages as favorable factors that positively influence the growth of employee motivation. Employees manage to better plan their workday, saving a lot of time, and keeping a balance between work and personal life. The time they spend with their family has a positive effect on them and makes them show effective results. Now the respondent noted that teleworking is an effective method of stimulating motivation and high performance. Thus, the interview results also confirmed many of the white-collar workers' responses to the quantitative survey method.

CONCLUSIONS

1. The HR department performs an important and key part of the work related to the company's personnel. Effective work of the HR department contributes to the hiring of more qualified and experienced personnel for the organization.
2. Organizations should pay increased attention to factor of motivation, since it depends on how people in the company will work effectively or not. High motivation among employees makes them work for the company and not look for new jobs, this is especially important when it comes to experienced and qualified employees.
3. The reward system has a positive effect on employee motivation, encouraging them to work better and more efficiently. By using different strategies and methods of the reward system, the company can achieve organizational sustainability, which favourably affects the work process and employees of the company.
4. For 2020, COVID-19 had a negative impact on the overall GDP of the EU countries, as a result of a drop in demand and supply for many goods and services due to the restrictions imposed.
5. An increase in unemployment in the European Region was recorded to approximately 8%-9%, due to the emerging COVID-19 pandemic, as well as restrictions in different countries, which provoked an unstable situation.
6. Workers find it difficult to focus on work even though they work from home. Fear of contracting the virus or losing their job prevents employees from concentrating on work, which reduces motivation and overall productivity.
7. The study uses a quantitative method to collect opinions among white-collar workers on how COVID-19 affects their motivation and performance.
8. The qualitative research method used in scientific work provides the opinion of experienced human resources experts on how COVID-19 affects employee motivation.
9. Based on cross-tabulation analysis, it can be concluded that some variables have a direct relationship with some of the questions used in the questionnaire. Based on this, it can be judged that, depending on the age, gender or country in which the respondent works his opinion about COVID-19 will differ.
10. According to the questionnaire, white-collar workers consider COVID-19 to be a difficult time for the global economy, as well as for people in general, who also suffer from the consequences of the pandemic.
11. A survey among white-collar workers showed that COVID-19 negatively affects motivation and productivity based on the opinions of company employees.

12. Changes in the COVID-19 situation and other factors of uncertainty are the causes of increased stress that affect the work condition, behaviour and motivation of people and ultimately affect their performance. According to the results of a questionnaire in which employees claim that their performance at work depends on their condition, behaviour and motivation.
13. Almost more than 90% of the questionnaire respondents in connection with the situation with COVID-19 switched to remote work, having ceased to go to the office. In this percentage rate, approximately 76% of respondents noted that there are more advantages than disadvantages in remote work.
14. 70% of the white-collar workers surveyed confirmed that they do not feel any problems with their motivation due to work from home. On the contrary, it has a positive effect on them, their mood and condition.
15. Of all surveyed respondents, 62% of employees say that they can do their jobs better and faster by being at home and not visiting the office. Thus, working from home improves the overall performance of employees at work.
16. The company's employees are positive about their current remote work experience. Moreover, it has a positive effect on their motivation and willingness to work, as people can better plan their day and spend time with their family. The conclusion is based on the results of the survey.
17. Based on the opinion of two HR specialists, it is possible to conclude that the most difficult period of the pandemic was its beginning, which brought the most serious drop in motivation and performance among white-collar workers due to uncertainty and the lack of accurate forecasts for the future.
18. COVID-19 has increased the total workload for some departments. According to HR specialists, low-qualified and low experienced workers had a harder time coping with increased levels of stress, pressure and workload than more experienced employees.
19. Based on the opinion of both human resources specialists, the situation with motivation and productivity is now back to normal. HR agents are confident that people have already managed to adapt to the new conditions and peculiarities of work and now demonstrates the same and even better work results.
20. To maintain a highly motivated workforce today, the company needs to adapt to the new changes that have emerged from COVID-19. Workers today need increased social interaction with colleagues due to social constraints, as well as work-life balance. All this can be provided by a company using communication tools and other programs for communicating with its employees.

21. Teleworking is well appreciated by workers and HR professionals because of the benefits it provides: reduced stress from being at home with family, giving employees a little more independence by allowing them to plan their work day on their own, better work-life balance, and improving time-management skills of employees.

PROPOSALS

On the basis of the conducted research, the following proposals were put forward that may be useful to other companies, leaders or managers and HR professionals.

1. During COVID-19 pandemic, companies should pay increased attention to their employees, who become more susceptible to external, negative factors affecting their motivation and overall performance. Caring for and supporting employees will help people cope better with stress at work and stay motivated. Support can be expressed in various ways: additional **bonuses** or the ability to work from home. The employee must feel the fulfilment of his main human needs, which are represented in the Maslow hierarchy. As a result he will be more focused, confident and motivated.
2. During the tough period associated with COVID-19, organizations should be aware that uncertainty about the future situation can have a detrimental effect on the motivation of white-collar workers. Companies are **must** to constantly monitor the situation with the motivation and condition of employees, regularly providing them with all important information about COVID-19, changes with internal situation of company and what consequences company employees should expect. This will help people to better adapt to new circumstances and will not interfere with their work.
3. Based on research results and the example of Action, where the company's management combines remote work and work from the office, should take into account that this method can reduce employee stress levels. Therefore, the new method of work should be used more often and it is possible to consider how to implement this strategy in the future, as the results of the study showed that employees highly appreciate the possibility of working from home. Moreover, respondents, including white-collar workers, as well as specialists from the HR department, argue that remote work increases people's productivity and help to achieve better results. The main feature of the method is that it combines work from home and work from the office, thus, combining the advantages of both modes of operation
4. Taking advantage of the opportunities and advantages of remote work, company management must remember that at the moment employees experience an increased need for social interaction due to restrictions and social distancing. For this reason, managers and personnel specialists must remember to hold regular meetings and communicate with their employees in order to be sure that employees are always involved in the work process and their condition, the level of motivation and behavior is stable.

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ANNEXES

Annexes I

Interview on "The Impact of COVID-19 on Employee Motivation and Productivity" with Action HR manager.

Background questions

1) Could you brief me about your company in general?

It's a discount retailer, who is selling different products from food to vacuum cleaners. It's a Dutch company with head office in Netherlands, however it's currently operating in 9 European countries and is planning to double the number in the next few years.

2) Can you tell me about your position and responsibilities in the organization?

I am an HR manager. I have been working in HR field for almost 10 years and 2 of them i am operating as a manager. My main working responsibilities are:

- Workforce coordination and planning;
- Assistance in issue resolution between employees and managers;
- Coordination of the work of HR specialists;
- Supervise recruitment and hiring process;
- Advising on different company policies if required (sexual harassment, equal pay etc)

3) Where do you work at the moment? (in the office or remotely)

Mostly from home, I am still coming to the office for 2 days a week, but it is not compulsory for us.

4) Have you worked remotely before and how do you rate your current experience in remote regime?

Before Covid19 I used to work some days from home, which was great. You can use this day to do outstanding tasks.

I think going to the office twice a week helps a lot. When pandemic started, we were fully working from home for several months, which can be depressing. Even though working remotely gives you a lot of benefits, you still need simple interaction and change of the scene from time to time. Now we have a nice balance, you are not losing connection with the colleagues and your team and you can spend more time for yourself.

Covid questions

1) What changes have you noticed in the working performance of your employees since the outbreak of the pandemic?

I think the biggest change was at the beginning of pandemic. Employees did not know what to expect, there were many concerns about their job, health, company etc.

Obviously, it affected their motivation and performance.

Because we were in so called “risk prevention” mode and situation in the market was changing on the daily basis, there were many amendments made in day-to-day job. In addition, it was keep changing as well. And you can imagine, you not only need to get used to working from home, not seeing your colleagues, having online meeting , but also to new day to day work (with new tasks, restrictions and rules). I think many employees were a bit lost and it took them some time to get accustomed. However, after some time they jumped in to this routine.

2) How can you describe the effect of covid-19 on employees of your company?

It was different for everyone. For some people who spend a lot of time on traveling it actually helped to find balance between work and personal life. The time they usually spend in the train or bus, they could now spend with family or themselves. For others it was vice versa, they were missing interactions with the colleagues, and even though all technologies for online meetings were arranged, it still not as personal as it used to. However, I want to clarify that the effect is less negative than it could be due in large part to the fact that people can work from home. It is opportunity that provides them all of the benefits, which were mentioned above. The pandemic itself as a phenomenon is terrible and brought only mostly disadvantages and losses among employees, profit, productivity and motivation. However, the company was able to fix this by switching to a remote work mode during the time and observing all additional factors, such as communication and effective work outside the office..

3) How motivated are the employees of your company today?

Compared to a year ago, I would say they are motivated. Even though covid is still in place, they know what to expect and I think uncertainty is one of the things that actually causing fear and lack of motivation.

We have been through different lockdowns and people already know how to react and what to do, it actually feels like normal situation now- people get used to everything. Most important is that company knows what strategy to use and what will be the next steps. It helps to balance workload between teams, have stability and be proactive, which definitely helps with motivation.

4) What factors today influence employee motivation negatively or positively?

We have typical factors that influence motivation, like reward, recognition, development, salary etc. However, I think in the current situation work environment and work life balance became more important.

Now, during the lockdown when everything is closed, there are not a lot of ways how to express your emotions or distract yourself from work. You cannot go to the gym, club or cinema, you are not even able to meet all of your friends or go for a cup of coffee with them, which affect your motivation negatively. That is why company needs to concentrate on employees work life balance and environment.

Work life balance is very important to avoid “burn out” at work. Whilst motivated employees will do everything for the company, if exhaustion strikes they may start to lose the passion for their job. So we trying to make sure employees are working reasonable hours and are combining work with activities that promote health and wellbeing (as much as we can in those circumstances).

Work environment now is even more important, because situation is new to everyone. You need to make sure that employee even working remotely, does not feel left out but still part of the team. They still feel engagement and communication. Also, do not forget about physical environment, they should have everything for comfortable working space at home. We saw that uncomfortable chair or lack of monitors at home could negatively affect your productivity.

5) Due to today's difficult situation, what motivational methods or strategies do you use when working with employees of your company?

The first thing we learned- clear communication is a key to keep employees motivated. It helps to avoid uncertainty and fear of the future. We tried to be clear of every step company takes to prevent any risk caused by covid. We send out communications from HR, CEO, team managers to make sure employees do not feel left out.

We also asked managers to make sure they have periodical one to ones with their teams, to see and understand if there are any concerns or fears in their teams.

We arranges some trainings and materials dedicated to this topic and that should help to have normal work live during pandemic. Some gives you advices how to balance your personal and work live, how to get use to work remotely, how to motivate yourself during that time etc.

Finally, even though we could not arrange any events or parties for employees, we found a way to do it remotely. We arranged online marathon to boost health and wellbeing. We arranged online Christmas party for everyone. We also arranged

Christmas gifts sent out to all employees' houses. Apart from that, I know a lot of department and teams have their own small online parties, to help employees feel a team spirit.

Remote work questions

1. Could you explain please how working from home affects on productivity of your employees?

It different for every employee. Some are actually feeling much better working from home. They don't need to spend time on travel from and to work. They can use this time on themselves. Either having extra hour to sleep, excises or spend more time with family, which help to boost motivation. They found great balance between their work and personal live. They can better concentrate at home, as there are no disturbance around.

Others though, are missing personal interaction and after some time they need change of the scene. Otherwise, they get easily distracted at home and their motivation and productivity is going down. To avoid it, we decided to allow those who want to come to the office for few days. We made some changes in the office to make it "corona proof", so employees can work without any concerns. It is not compulsory, as we understand some people may not feel safe enough leaving their house, but quite a few people actually use this opportunity to change environment and see other faces.

2. How does remote work help in solving problems with employee motivation or, on the contrary, creates additional difficulties?

As already mentioned that helps people to find balance between work and personal life, spend more time on yourself or with family. You also feel more relax at home, which helps to boost motivation and feel less stressful.

For some people however, lack of interactions does not help at all. They need to change environment periodically, see different people, just to have another reason to leave the house rather than going to the store. They become bored, even if it is busy at work, which does not help motivation. Plus do not forget about employees with small kids. For some time day cares and schools were closed as well, which can be distracted for daily job. That is another reason why we gave employees opportunity to go back to the office for day or two.

3. What positive factors provided by teleworking can be seen as beneficial for employee motivation and performance?

I would say that it has an overall beneficial effect because it provides employees with more control over how they do their job. Independence is one of the factor of worker satisfaction. We found that job satisfaction was improved since we started working from home. We also noticed less over hours worked by employees, which caused less stress and improved work-family balance. Of course, there are exceptions, but in this case, we are trying to help them out.

4. How often do you communicate with employees and how?

As a lot of employees are working from home most of the time, including me, communication is mostly via emails or other online platforms. Nowadays new technologies helps to have meetings without feeling distance between each other

5. Is regular communication with colleagues and job managers a necessity today for remote work and why?

Of course, that a must. You do not see you colleague every day any more. Usually you can see if something is wrong or someone is stressed. Now the only way to find it out is to call each other or arrange meetings. It also helps to feel like part of the team and you are not left out.

Sometimes you need a distraction from work, and just normal chat can help a lot.

The same thing concerns managers, in such a difficult time, you need to make sure your employees feel happy and secure.

Interview on "The Impact of COVID-19 on Employee Motivation and Productivity" with Action HR advisor.

Background questions

1. Could you brief me about your company in general?

A fast-growing, international non-food discounter with a simple and successful business model operating in the most part of Europe and providing different goods in their stores.

2. Can you tell me about your position and responsibilities in the organization?

I am working as HR advisor but in the so-called training division of the HR department. We are arranging introduction days for new employees. Working with third party companies to arrange training for employees based on their needs and desires. I started working in HR in 2017. In 2019, I became an HR advisor at Action.

3. Have you worked remotely before and how do you rate your current experience in remote regime?

Yes, I did work remotely before, therefore the necessity to work from home due to COVID19 was not something new to me. It is absolutely fine for me to work from home. We are actively using the tool like MS Teams in order to facilitate the meetings, call, weekly/daily updates.

4. Where do you work at the moment? (in the office or remotely)

2 days a week I work from the office and 3 days a week I work from home.

Covid questions

1. What changes have you noticed in the working performance of your employees since the outbreak of the pandemic?

It was difficult at the very beginning. Changes in the structure of work, change of strategies. There were many questions about how to continue to work effectively when COVID-19 was actively spreading around the world and new restrictions with it. Moreover, changes in stability and the lack of any information about what will happen in the future frightened not only employees, but also managers. I want to note that this is important, because in my opinion it affected the general mood, behavior of people and their motivation badly.

From other side, now I can see that generally people are more productive and are able to complete more tasks within the same time frame. This is due to the fact that workers have rebuilt to new features and, moreover, working from home contributes to more efficient work. I cannot say that the deadlines of certain projects/tasks were moved or delayed either. Currently, as HR department, we are reviewing the possibility to allow hr specialists to work from home more than before the pandemic

2. How can you describe the effect of covid-19 on employees of your company?

Since the company is huge, different areas of the business were affected differently. The logistics and supply chain departments (distribution, warehousing, stores) were massively affected since there was a huge demand for certain products, such as hand sanitisers and tissues.

Those ones who are based in the head office weren't affected from the workload perspective however experienced some changes their standard daily routine, for example more flexible working when the employee could start later and finish later and also more home working

In general, I can note the overall increased volume of work that the employees had to do at first. Moreover, it is important to mention that some decreasing in motivation level of people, this is especially noticeable among low-qualified or not much experienced employees.

Employees, who do not have much experience or serious skills, in other words, who are working recently. In my opinion, this is due to the fact that such employees lack experience in working in crisis and difficult situations, when you feel regular stress or pressure, or simply perform an increased work rate. The more qualified employees have experience of working in similar situations and therefore some of them more calmly went through this period. When you do an increased amount of work and at the same time know about the risk of losing your job.

3. How motivated are the employees of your company today?

I am not able to advise on the whole company however in my team I can feel there is a high level of motivation for the reasons that at the moment the situation has returned to normal. As I wrote above, people are accustomed to new conditions and the situation with COVID-19. Now the situation seems to be stable and we have reorganized to a new way of working, I'm talking about working from home, which allows employees to work efficiently and quickly, with the support of modern communication programs.

4. What factors today influence employee motivation negatively or positively?

In general, these factors have not changed. As before, employees want to earn a lot, see that their merits are recognized by the company's leaders, receive various bonuses and opportunities for growth and improvement. However, I can add that COVID-19 and its effects have increased the overall number of factors affecting motivation. For example, due to restrictions, people began to need more communication with colleagues or friends, since they spend every day at home and rarely interact with other people. For this reason, people have a growing need for social interaction. We are trying to solve this problem by holding regular meetings in MS teams for example as well as transferring all or part of outside activity to online conferences: we hold team buildings, seasonal parties or other events in online mode so that people do not forget that they are still part of the company, and also think less about the problems associated with the pandemic.

5. Due to today's difficult situation, what motivational methods or strategies do you use when working with employees of your company?

In order to motivate the employees, following common tips and technics are used:

- a. I recognise employees achievements
- b. I provide them with clear directions
- c. Always have a time to meet/call
- d. Coaching/training the employees
- e. Setting up the targets and goals
- f. Teambuilding events and team off work activities
- g. Give constructive feedback
- h. Reward the employees

Remote work questions

1. Could you explain please how working from home affects on productivity of your employees?

In my personal opinion it is the ability to organise your day around your personal needs is what plays key role here. For example people are able to work from home and also look after their kids, animals. They are able to arrange some house work done or deliveries.

Apart from that, I think remote work actually helped everyone to improve his or her time management skills. It was very busy time for everyone when situation started, and you do not want to do over hours when working from home. You would rather spend it with kids or loved ones. Therefore, it was a good motivation to start better planning your day. In addition, it definitely helped people to learn how to quickly adapt to changes. As I mentioned before,

situation was and still changing every week, so new procedures, rules and restrictions are implemented to day-to-day job, so employees had to adjust quickly.

2. How does remote work help in solving problems with employee motivation or, on the contrary, creates additional difficulties?

As long as the employees staying in touch with their manager and feel supported there should be no problems with motivation. The Human Resources department at Action is actively monitoring this and does not allow employees to feel a kind of "loneliness" or the need for social interaction.

3. What positive factors provided by teleworking can be seen as beneficial for employee motivation and performance?

In fact, any positive factor is a benefit. Again, people are able to organise their day better. People are able to combine work with personal life. As a result, one can see a prime example of a good work-life balance. This inspires people to perform their work well. As a result, the company is convinced that the new system is working and people performing their duties from home show good results, hoping that after the pandemic, the company may think about introducing remote work into a permanent strategy, or at least regularly allowing employees to work from home. That is, everyone is interested in a high result.

4. How often do you communicate with employees and how?

Daily/weekly depending on the topic (team update, personal 1-2-1s, catch ups) via the MS Teams

5. Is regular communication with colleagues and job managers a necessity today for remote work and why?

Yes, absolutely. It helps to stay in touch and it is not possible to motivate someone to work without communicating with them

Questionnaire for white-collar workers of Action company on the topic “Employees
motivation and productivity during pandemic times.”

The question is investigating employee’s motivation during covid-19 and their desire to work. How badly the coronavirus and the restrictions that the pandemic has triggered have affected workers, their motivation and productivity.

BACKGROUND INFORMATION

- 1. What is your gender?**
 - a. Male.
 - b. Female.
- 2. Which category below includes your age?**
 - a. 22-26.
 - b. 27-31.
 - c. 32-36.
 - d. 37-41
 - e. Older.
- 3. What is the highest level of degree you have received?**
 - a. Secondary.
 - b. Bachelor's degree.
 - c. Master's degree.
 - d. Doctor's degree.
 - e. Other:_____
- 4. Field of your activity.**
 - a. Finance.
 - b. Human resource.
 - c. IT.
 - d. Logistics.
 - e. Management.
 - f. Marketing.
 - g. Other:_____
- 5. Type of your employment.**
 - a. Employees.
 - b. Employer.
 - c. Self-employed.
 - d. Other:_____
- 6. Your job experience level.**
 - a. Entry-level.
 - b. Intermediate.
 - c. Mid-level. (managerial).
- 7. What country do you work in?**
 - a. _____

QUESTIONS ABOUT COVID-19

1. I describe the COVID-19 pandemic as:

Statements	Rating Scale				
A terrible time of crisis for the economy and people in general.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Covid-19 is helping to develop a new way of working (remote work or telework.)	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
The presence of Covid-19 in my country affects my motivation negatively.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.

2. Do you agree or disagree with the following statements?

Statements	Rating Scale				
Fear of COVID-19 affects my motivation as an employee of the company	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Changes in the economic situation that were caused by the COVID-19 negatively affect my working behavior and condition.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Changes in the economic situation caused by the COVID-19 affect my motivation as an employee of the company:	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
My productivity and performance at work depends on my work behavior and condition.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
My productivity is directly related to my motivation.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.

QUESTIONS ABOUT REMOTE WORK.

3. Do you agree or disagree with the following statements?

Statements	Rating Scale				
	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Due to the a pandemic situation, I began to work remotely.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
I still come to the office at least once a week.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Working from home positively affects my motivation and productivity.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
I complete my daily tasks quicker at home.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
I work more hours at home than at the office.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Remote work does not negatively affect my productivity	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
I have more time for myself while working from home.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
I spend more time with my family while working from home.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Working from home is a good practice that companies should continue with.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.
Remote work provides more advantages than disadvantages.	Strongly disagree.	Disagree.	Neither agree nor disagree. (Neutral).	Agree.	Strongly agree.

The Bachelor's thesis "**Employee's Motivation during COVID-19 pandemic.**" has been developed at the Faculty of Business, Management and Economics of the University of Latvia

With this signature, I confirm that the research has been done independently, only the stated sources of information have been used, and the electronic copy of the thesis is identical to the printed copy.

Author: _____ Jegors Funikovs _____

24.05.2020 _____.

(signature)

(name and surname)

(date)

I recommend / do not recommend the thesis for defence.

Academic advisor: (*academic title*) (name surname) _____

_____.

(signature)

(date)

Reviewer: (*academic title*) (name and surname)

The thesis has been submitted to the dean's designated responsible person at the Study Centre of the UL Faculty of Business Management and Economics

Methodologist: _____

_____.

(signature)

(name and surname)

(date)

The thesis has been defended at the meeting of the _____ Examination

Commission

on _____.

(Bachelor's, Master's, State)

Secretary of the commission: _____

_____.

(signature)

(name and surname)

(date)