

Workforce Spirit Amidst the Pandemic – An Indian Perspective “The Virus mutates and so should we”

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ABSTRACT

Purpose: To remain motivated is an important life-skill, as it helps to cope with the challenges thrown by life and also steer forward towards a purpose. The crisis caused due to the novel Corona virus pandemic has brought about a considerable change in the life of the workforce and this change has manifested itself with some transforming intrinsic and extrinsic motivators. This research paper tries to explore how the motivators for the workforce have changed and in turn effected the overall engagement quotient of the different segments of the workforce.

Design / Methodology / Approach: This exploration has been done by collecting primary data associated to the workforce sentiment from all across India having a sample size of 249; out of which 150 are from the private sector, 91 from the public sector and 8 being freelancers. Also, 195 of the sample are from the service sector and 54 from the manufacturing sector. A number of statistical techniques (viz. multiple linear regression, ANOVA, paired t testing etc.) have been used to determine at what extent the transformed internal and external motivators effected the motivation of the Indian workforce during the Covid-19 Pandemic and also whether there are significant concerns coming up regarding the belief, faith and action of the Indian workforce.


Findings: The findings reveal that though the overall motivation level of the entire workforce has come down due to the pandemic, there are still certain factors present - both as intrinsic and extrinsic motivators which makes them positive and drives them forward. Nevertheless, it is the role of the government and the concerned businesses to do their part in developing the constructive motivators and try to lessen or eradicate the de-motivators; as they have been found to significantly impact the moral and motivation level of the Indian workforce.

Originality / Value: This paper will benefit the private and public sectors to recognize their employee motivators better and understand the engagement level during a crisis period. It will also notify the government how it should inculcate innovative skill development and technical empowerment to their employees, to keep them and hence the country competitive during this catastrophe.

Keywords: Paper type: Empirical Research Paper

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Introduction:

Life keeps changing, and so do our way of life. The Pandemic of 2019 had been a disastrous event for the world as it has brought in huge losses of life and disrupted economy. But the very essence of survival still runs strong and this brings transformation among the human race. The first change comes within the belief, faith and thoughts; which manifests itself in the form of altered behavior and engagements. This in turn gives rise to a differently evolved culture and society.

The workforce of the country is in no way different from this evolutionary process and hence undergo massive amount of psychological and physical changes. In every country we find several examples of the power of this human spirit – doctors, nurses, political leaders and every other diverse workforce had been continuously demonstrating resilience. What makes them so much involved and engaged in this battle of survival?

Simon Sinek in his book “Start With Why”, has beautifully defined workforce engagement. He states – “When people are emotionally invested, they want to contribute”. Hence this commitment comes out as the passion, participation and stimulus the employees bring to their respective field.

For an individual the impetus to act and behave in a certain way as it comes from within and provides satisfaction, comes under the perspective of Intrinsic Motivation which has a huge impact on the performance, innovation, and learning of the individual. Thus it creates immense positive sentiments within the individual. On the other hand extrinsic motivation refers to those motivational factors which are external and comes from the outer environment. “Extrinsic motivation can exert a powerful influence on human behavior,” writes Kendra Cherry for “Verywell Mind”. The individual strives to endure its engagement and even increase their productivity when the working environment becomes supportive and he or she continues to see value in their work done. Hence, for a motivated employee to remain optimistic and engaged, both intrinsic and extrinsic forces play a massive role.

The current contagion situation arising due to Corona virus has forced countries to lockdown the entire nation; giving rise to huge amount of unemployment and hence a global recession. It has equally affected and transformed the workforce morale in several ways, thus directly and indirectly affecting the organizations and the country’s spirit to fight against the ambiguous situation.

Hence, it is important to find out the effects of this pandemic on the internal and external motivators, which in turn influence the morale of the workforce. Amidst the fear and anxiety which prevails across the human race presently, the factors defining the intrinsic and extrinsic motivators to work may have also shifted their paradigm; thus changing the impetus to perform.

The study here intends to explore how the lockdown arising due to this Pandemic situation has affected the overall motivation of the workforce in India. The paper will also try to recognize how the changed intrinsic and extrinsic motivators of the workforce are causing deviations in their motivation levels towards their respective works. This will help the organizations and the country at large to understand the workforce spirit during this severe crisis period; and encourage them to consequently build in strategies for the present as well as for the future course.

Hence the objective of this paper is:

1. To identify whether the parameters for both intrinsic and extrinsic motivators have transformed significantly due to the lockdown situation
2. To explore the relation between internal and external motivators and their overall impact on the workforce morale and motivation
3. To identify the specific issues coming up with regards to the workforce morale, on the basis of a number of demographical factors.

By doing so, the paper would be able uphold the real pulse of the workforce as to how they are struggling in this situation; how they are still hoping to contribute, change and develop themselves in order to survive and in turn help the organizations, country and the economy of India.

Literature Review:

History shows us that the deadly Spanish flu in the year 1918 had overwhelming effects on human lives and the economy. Unlike today, vaccines or antiviral drugs were not discovered to treat the disease. The effects were such massive that even basic services stalled due to the flu-stricken workers. It did not even spare the agricultural sector and hindered harvesting of crops. It was summed up that, the spread of virus “was simple to understand, but difficult to control” (*Literary Digest, 1919*)

However, an internal need to deal with the environment is a fundamental human conduct. The theories of motivation built upon this primary drive to exist against any crisis, gives rise to several competencies and this new motivational concept of “competence” is based upon the biological urge to exist and was thoroughly studied by *White, R. W. in 1959*. Accordingly, several research based on the self-determination theory shows that the presence of different social and environmental conditions, either enable or decay the natural processes of self-motivation. Several factors have been studied around the parlance of intrinsic motivation, and most of the findings reveal that if the innate psychological needs are satisfied, it yields enhanced self-motivation and

mental health and vice-versa. The innate psychological needs were identified to be competence, autonomy, and relatedness (Richard M Ryan & Edward L Deci, 2000).

In order to understand people's needs, expectations and driving forces, the complex studies of motivation have established various theories over the past decades. It becomes even harder to understand them when uncertainties exist as with uncertainties comes up massive changes in the life of the human race. As *Ellen Meyer, 2004*, states that the human side of change does not work without acceptance and this acceptance has to be attained on a two-fold cognitive level. On one hand people need to recognize the situation of the pandemic and on the other hand remain positive and committed to their own goals.

An exceptional ambiguous situation arises with the emergence of a pandemic, as it can affect the continuity of business and economy and consequently undermine the morale of the workforce. Several white papers and research papers have been published over the years which discusses the importance of the preparedness of the government and the business sector to deal with the spread of a pandemic before it actually strikes. Once such literature comes up from the *Harvard Business Review, Collaboration, 2006*, which upholds the fact that the employers play an important role in protecting employees and limiting the virus's effects on the economy and society. In order to fight against the spread of the virus and limit its effect on employees, shareholders, partners, consumers, and communities on one hand and to maintain the stability and sustainability of the business on the other hand – every business sector should be ready with a rigorous contingency plan. Every firm should have strategies and policies framed beforehand so that they can respond to any 'impossible situation' without hampering the survival of the business. However, in order to do so a lot of backing should come in way from the government. The government can ease out the situation by the following few ways: providing early disease detection, rapidly responding with sufficient vaccines and treatments, supplying credible information about symptoms and how to prevent transmission and most importantly providing funds and resources wherever required. If government acts a resourceful support, businesses can strive and instrument their own vigilance more effectively.

Donald W. Benson and James E. Hart (2008) also gives us an important perspective of the employer's duty towards the business and its employees. The companies should generate rules and policies when there arises reduced operations due to lockdown and also absenteeism of employees due to the pandemic. They should also keep tracking employees who have to return to work, because of the nature of work they do and hence develop social-distancing strategies appropriate to the workplace so as to limit transmission risks. A similar viewpoint was provided by another article published by the

Centre for Infectious Disease Research and Policy (CIDRAP) along with the *Society for Human Resource Management (SHRM) in 2009*. The paper provides a detailed plan for the HR leaders on how to tackle the pandemic situation with respect to leave policy, pay policy, travel policy and several statutory labor laws.

Surveys reveal that most organizations do not understand the actual threat arising due to a pandemic beforehand and so do not have proper pandemic plans. Also, small businesses feel that such a situation, would actually question their very own survival and so planning for it beforehand is something never in their books. Even during an outbreak of a pandemic, the effects of the turmoil is very dissimilar on different sectors of the business and it depends on a lot many things. Hence, how long the workforce can comply with the pandemic alleviation strategies also depends upon the type and nature of the work he does. Reports show us that even during 1919, the retail based segments other than pharmacies and grocery stores experienced dramatic declines in business, similar to what we're seeing today. The inability to work remotely and fulfil the protection guard of the pandemic largely depends on the technological advancement, lack of paid sick leave and income levels of working adults' and therefore should be major objectives of interventions in the event of a serious outbreak (*Kelly D. Blake, Robert J. Blendon, and Kasisomayajula Viswanath, 2010*). This can also be reflected in the behavior and condition of the total community as a whole. *Nancy Tomes, 2010*, investigates the reasons as to why some communities accepted the necessity for social-distancing measures and others did not; why and when did the threat of a deadly disease succeed or fail to convince public officials and ordinary citizens to alter their behavior.

The most central issue which surfaces during a disastrous pandemic outbreak is the trade-off between life and the economy. *Sergio Correia & Stephan Luck, 2020*, explores and finds out that cities which implemented early and rigorous restraints suffered lesser adverse economic effects over time. Also, cities that intervened earlier and more aggressively actually experienced a relative increase in real economic activity after the pandemic subsided. *Daniel S. Hamermesh, 2020* provides an appealing calculation for this trade-off. He states that it might feel objectionable that to save one life, two hundred jobs are lost. However, he further argues that a person's life is lost forever, while the two hundred jobs which are lost is temporary and would revive back in sometime. The paper finally illustrates that comparing the cost of a life lost forever with the cost of the temporary job losses definitely shows us that we should not rush to open up the economy.

So if you do not re-open, what is the way out? In 1918, when the pandemic had hit, most of the workforce were either engaged in the manufacturing sector or in the agricultural sector and so had little options to maintain restrictions for a longer



period. But in the present time, more than eighty percent of the American workforce are engaged with the service sector and with the technological boom it has become easier to carry on working remotely from home; thus making it a lot more easier to follow the restrictions laid down (Justin Fox, 2020).

But everyone is not lucky enough. The Covid-19 pandemic has hit hard on the poor, contractual labour and the people who were forced to join back to their work and they have either succumbed to the disease or have lost their job. For some workers on permanent contracts the shock has been delayed, but there has been adversities as well (Philippe Askenazy, 2020).

An article available in Mint (Ambuj Sonal, 2020) tells us that the labour ministry of India has appealed to all types of organizations, whether public or private, not to terminate their employees and contractual workers or even reduce their wages during the COVID-19 situation. But the questions arises that are the organizations obliged to follow the appeal?

A pandemic outburst hits closely and directly to the most important asset of the economy – its workforce. It is seen that employees worry more about their probable disturbances and troubles related to work than their own physical safety (Gartner, 2020). Although the coronavirus outbreak may have undesirably impacted revenue and profits, it does not mean that the economy or business will come to a standstill. They has changed in order to sustain and this has brought about a sudden change in the way the employees are expected to work. So what happens to the workforce morale when there is a sudden change in the way they work? Emma Cullinan (2020) articulates the causes as to why there is a dearth in the motivation to work during a global pandemic and cites that uncertainty, fear and anxiety plays havoc in the minds of the workforce.

However, discovering means to strive forward in any crisis situation is a natural human tendency. This force to fight against adversities will actually change the though process, behavior and action of the Indian workforce and push them to be creative and innovative - with this will emerge new directions of intrinsic and extrinsic motivators for the workforce. Also, different segments of the workforce has their own diverse reasons to be motivated or demotivated and so understanding them is also very important.

Based on the above review of the literature, it is observed that there has been a lot of research and white paper publications on the effects of a pandemic. But most of the them either deals with the effects from a medical point of view or presents secondary data of various economic and social reports on job loss, death rate etc. Many even comes with detailed discussions on how should the HR department of a company strategize with respect to leaves, absenteeism etc., during such a critical period. On the other hand we find massive amounts of research and publications done on motivational theories and how they are reliant on

several internal and external factors. Nevertheless, the most important gap which lies with the existing literature is a study on the drive of the workforce throughout this grave period and how it can play havoc in the engagement levels throughout the country. Therefore, this research paper tries to examine and explore the above mentioned gap.

Research Gap:

There has been a lot of research conducted worldwide on defining the parameters of intrinsic and extrinsic motivators and their effects on the performance of different sects of the population, let alone employees. Likewise, a number of research papers and white papers have dealt with the precautions and effects of the current and past Pandemics which have created devastations throughout the world.

However, the most significant gap which lie with the existing literature is the effect of such Pandemic on the changes of intrinsic and extrinsic stimulus of the Indian workforce and consequently on the overall motivation to strive forward, have not been dealt with. Also, a study based on primary data has not been taken up on the said issue.

This particular research attempts to contribute by examining and addressing the following questions:

- At what extent has the transformed internal and external motivators effected the motivation of the Indian workforce during the Covid-19 Pandemic?
- Are there significant concerns coming up regarding the belief, faith and action of the Indian workforce, depending on different demographics?

Theoretical Framework of the Study:

The immediate harsh aftermath of the corona virus Pandemic is on the life and health of the people; but as the world keeps fighting and struggling against this novel virus it has taken its toll on the economy and given rise to severe unemployment. Several economic reports reflects the fact that the unemployment rate in India is four times than that of the US. The Centre for Monitoring the Indian Economy (CMIE) reports that the unemployment rate is at a record high at 27% and is alarmingly increasing. The informal job sector was hit instantly, but with the prolonged lockdown of the economy and closure of businesses – the organized sector is not spared either. Sectors such as aviation, retail, hospitality, automobiles etc. have gone with massive salary cuts and layoffs. Several startups and the MSMSE sector have vanished from the scenario.

However, amidst all these uncertainty and ambiguity, the workforce spirit strives on - condition to several intrinsic and extrinsic motivators which has explicitly originated during this crisis situation.

This research paper has mainly focused on several features emerging on the behavioral side of the workforce and has taken up four groups of measures to reach to its objective, viz.:

- i. The overall motivation level of the workforce before and during the Pandemic situation
- ii. Intrinsic Motivators during the Pandemic crisis
- iii. Extrinsic Motivators during the Pandemic crisis
- iv. Demographic Factors of the Indian workforce

A huge catastrophic situation has arisen all over the country due to this Pandemic. The emergence of any crisis situation is actually an extreme form of change (Ellen Meyer, 2004). The basic need to deal with this changed environment gives rise to several altered behavior among the workforce, making them either proactive and engaged or demotivated and alienated instead. Motivation is considered to be a very crucial and fundamental issue in the field of human resource, as motivation helps in production and drives the economy to strive forward (Richard M Ryan & Edward L Deci, 2000). This research paper tries to examine the motivation level of the different strata of the Indian workforce before the Pandemic situation and also during the crisis period.

The motivation and engagement level depends upon several intrinsic and extrinsic motivators which has also transformed during these challenging times.

Intrinsic motivation is one of the most important phenomenon of the human nature as it brings out the integral propensity to explore, accept challenges and keep the ardor to learn more (Richard M Ryan & Edward L Deci, 2000). According to Ellen Meyer (2004) the main forms of intrinsic motivation are job satisfaction (the experience itself), compliance with standards for their own sake, and the achievement of personal goals. In this research paper, the measures of intrinsic motivators which have been considered for the workforce of India are given below:

Table 1: Items for Intrinsic Motivators

Construct	Measure	Adapted From
Intrinsic Motivators	Fear & Anxiety	R. W White (1959)
	Job Insecurity	
	Self -Worth / Self Value	Dr. Richard M Ryan & Edward L Deci (2000)
	Self - Development	Emma Cullinan (2020)
	Competence	*Speaking to different segments of the workforce
	Sense of Responsibility	

However, to sustain the intrinsic enthusiasm to work, it is important to harness an environment that backs the workforce's drive to move on (Lisa Legault, 2017). This is where synergistic extrinsic motivation sets in. Extrinsic motivators are not only highly effective in directly influencing the spirits of the workforce but also indirectly helps in the maintenance and enhancement of the internal forces of motivation. This research work looks into the measures of extrinsic motivators of the Indian workforce from six different angles as given below:

Table 2: Items for Extrinsic Motivators

Construct	Measure	Adapted From
Extrinsic Motivators	Work Environment	Carmen Fischer, Charlotte P. Malycha and
	Work Schedule	
	Digital Transformation	Ernestine Schafmann (2019)
	Salary & Compensation	Emma Cullinan (2020)
	Company / Govt. Support	*Speaking to different segments of the workforce
	Humane Element / Tangible work-in-action	

The other essential variable which the paper intends to study are the different demographic segments of the workforce and how it is effecting their motivation and engagement towards work. It is done in order to understand them as smaller groups, rather than a mass and then recognize their engagement response during this emergency situation. Also, certain measures of the segmentation has been solely used keeping in mind the current lockdown condition. The measures through which the demographical segmentations of the Indian workforce has been carried out in this research work are:

- i. Industry and Sector they work in
- ii. Life Stage
- iii. Type of Association
- iv. Gender
- v. Current Location
- vi. Working condition
- vii. Changes in the salary arrangement

Henceforth, in order to reach to the objective of this research as stated earlier the hypotheses which comes up are:

H0.1: There has been no significant change in the overall motivation level of the Indian workforce during the Pandemic situation

H0.2: There are no noteworthy transformations in the intrinsic and extrinsic motivators for the Indian workforce during the lockdown state

H0.3: The changes in the motivation levels of the Indian workforce because of the Pandemic has no significant relationship with the demographic segmentation of the workforce

H0.4: The Intrinsic motivators have no significant relationship with the motivation level of the workforce during the pandemic situation

H0.5: The Extrinsic motivators have no significant relationship with the motivation level of the workforce during the period of lockdown

H0.6: The Intrinsic motivators have an exact similar impact as the Extrinsic motivators for the workforce in order to strive forward during these unprecedented times.

Research Methodology:

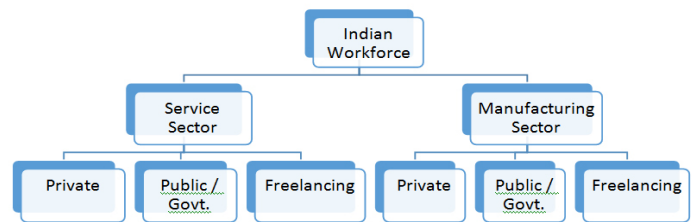
The population for the study is no doubt the Indian workforce spread across the Indian territory. Now, the Indian workforce has been primarily divided into two major groups, viz. the Service sector and the Manufacturing sector where the association of the worker can be with a private firm or the government sector (public) or purely as a freelancer. Also, within each of the above mentioned strata, the study has tried to bring together the workforce sentiment from different turfs, such as Automobile, Iron and Steel, Education, Banking and Financial Services, Travel and Tourism, Hospitality, Real Estate, Information Technology, Aviation, Textile, Film Development, Legal firms, Oil & Gases and so on. This has been done so that the research could capture the data of the diverse workforce scattered across different regions of India; and study the intrinsic and extrinsic motivators and engagement levels of the different clusters of the workforce during this Pandemic condition.

Sampling method and size:

The sampling method which has been adopted by this study is the Quota method followed by a Snowball Sampling technique.

Initially, the entire workforce of India has been divided into two broad stratas' - the service and the manufacturing sector and then the type of association which may be private, public or freelancing.

Figure 1: Sample Groups



Under the above mentioned six groups, workforce from varied industries and sectors were included through the snowball sampling method.

The current population of India is 1,378,604,014 as on 25th May, 2020 (Worldometer elaboration of the latest United Nations data). The Worker Population Ratio (WPR) was around 46.7% in 2018 (Periodic Labour Force Survey of the National Sample Survey Office). However, with the huge surge in the unemployment ratio from March 2020, the WPR has come down significantly. Nevertheless, keeping in mind that the population size for this study is gigantic, a representative sample frame had been designed, so as to exhibit the workforce engagement sentiment from all dimensions across the geography of India. The total sample size came up to be 249 with the distribution between the six bands as given below:

Table 3: Distribution of the sample frame

	Manufacturing	Service	Grand Total
Freelancing	2	6	8
Private	46	104	150
Public	6	85	91
Grand Total	54	195	249

Primary data was collected using a structured questionnaire where the survey tried to capture the way of thinking and morale of the employees during these unprecedented times.

The sample respondents were mostly white collared or skilled workers (91 %) and very few blue collared or semi-skilled workers (9 %). This research paper did not take into account the unskilled workforce of India.

In this research, the content validity of the measurement instrument was assessed by rolling out the survey to a set of pre-determined sample using a judgment technique where in samples from each of the above mentioned six strata's were included. It was also rolled out to a few blue collared employees so as to discern their viewpoint as well. Reliability of the data had been tested through the Cronbach Alpha method on the constructs "Intrinsic Motivators" and "Extrinsic Motivators" as data for the same has been collected through a summated rating scale. Also, confirmatory factor analysis had been used to test the validity of the same constructs.

Findings and Interpretations:

In order to test the first hypothesis a paired sample t-test had been carried out.

The first hypothesis was:

H0.1: There has been no significant change in the overall motivation level of the Indian workforce during the Pandemic situation, i.e.

Overall motivation before the pandemic (M1) = Overall motivation during the pandemic (M2)

Alternative hypothesis: The motivation level of the Indian workforce was greater than the motivation level during the pandemic, i.e. $M1 > M2$

Hence, a right tailed testing had been done and the following table shows the finding:

Table 4: Paired t test between Motivation before pandemic and during the pandemic

Paired sample t test		Mean	n	Std. Deviation	t value	p sig. value (>=)
Variable 1	My motivation level to work before the lock-down	3.67	249	0.719	9.05	0.000
Variable 2	My motivation level to work during the lock-down	3.04	249	0.9193		

The above table shows that the p sig. value being .000, we reject our null hypothesis and accept the alternative which simply shows that the motivation level of the Indian workforce has come down significantly during the lockdown period due to the pandemic.

H0.2: There are no noteworthy transformations in the intrinsic and extrinsic motivators for the Indian workforce

The features through which intrinsic motivation had been measured in this study are:

- i. fear about the current economic situation
- ii. fear about the current medical condition

- iii. fear of losing job
- iv. contribution to prove self-worth
- v. updating oneself to meet future needs
- vi. creating new product ideas / project ideas / tech usage plans
- vii. exploring new avenues / ideas for livelihood
- viii. contribution because of responsibility to the client / customer
- ix. contribution to set examples for others
- x. contribution to keep the vision of the employers brand alive
- xi. utilizing the time to focus on previous gaps
- xii. current situation is hampering applicability to job
- xiii. managing professional and personal activities has become tough
- xiv. abiding to proper safety measures as per the rules laid down by the government

The data for the construct 'intrinsic motivation' had been collected through a semantic rating scale in the survey. The reliability analysis done through Cronbach Alpha for intrinsic motivation, gave a value of .643.

Table 5: Reliability Score for Intrinsic Motivation

Cronbach's Alpha	No. of Items
.643	14

Henceforth an explorative factor analysis was run to ensure whether latent constructs emanates from the measures used. The three factors which came out after looking at the factor loadings are given below:

Table 6: KMO and Bartlett's Test for the Intrinsic motivators

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test of Sphericity	Approx. Chi-Square	827.011
	df	105
	Sig.	.000

Table 7: Factor 1: Fear & Anxiety

Factor (Component 1)	fear about the current economic situation	fear about the current medical condition	fear of losing job	exploring new avenues / ideas for livelihood	current situation is hampering applicability to job
Fear & Anxiety	.909	.887	.870	.610	.603

Table 8: Factor 2: Self Development & Self Worth

Factor (Component 2)	contributing to prove self-worth	updating oneself to meet future needs	creating new product ideas / project ideas / tech usage plans	utilizing the time to focus on previous gaps
Self-Development & Self Worth	.680	.640	.649	.549



Table 9: Factor 3 (Sense of Responsibility)

Factor (Component 3)	contribution because of responsibility to the client / customer	contribution to set examples for others	contribution to keep the vision of the employers brand alive
Sense of Responsibility	.757	.728	.806

The features through which intrinsic motivation had been measured in this study are:

- i) satisfaction in current work schedule
- ii) working with family alongside provides a feel good factor
- iii) not enjoying the increased usage of technology / virtual spaces
- iv) like working in this current situation as can be at peace by being myself
- v) saving on travel time enhances productivity
- vi) absence of the human touch is giving rise to disconnected team work
- vii) missing the tangible work-in-action
- viii) working from home permits to remain more health conscious
- ix) my company is providing immense support during the current situation
- x) my company has come up with new flexible HR

policies

- xi) my company has come up with suitable compensation and benefit plans
- xii) there is proper safety measures taken up by the company as per the rules laid down by the government

On similar notes the data for the construct ‘extrinsic motivators’ has been collected through a semantic rating scale in the survey. The reliability analysis done through Cronbach Alpha for vertical clustering, gives a value of .761.

Table 10: Reliability Score for Extrinsic Motivation

Cronbach’s Alpha	No. of Items
.761	12

An explorative factor analysis was again run on the measures used for extrinsic motivation and the three factors which came out after looking at the factor loadings are given below:

Table 11: KMO and Bartlett’s Test for the Extrinsic motivators

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.876	
Bartlett’s Test of Sphericity	Approx. Chi-Square	1117.224
	df	55
	Sig.	.000

Table 12: Factor 1: Remote Working

Factor (Component 1)	satisfaction in current work schedule	working with family alongside provides a feel good factor	current situation permits to be at peace by being myself	saving travel time enhances productivity	working from home allows to remain more health conscious	company has come up with new flexible HR policies
Remote Working	.858	.878	.871	.879	.816	.773

Table 13: Factor 2: Missing tangible work-in-action

Factor (Component 2)	not enjoying the increased usage of technology / virtual spaces	absence of the human touch is giving rise to disconnected team work	missing the tangible work-in-action
Missing tangible work-in-action	-.736	-.802	-.816

Table 14: Factor 3: Company Support

Factor (Component 3)	my company has come up with suitable compensation and benefit plans	proper safety measures taken up by the company as per the rules laid down by the government
Company Support	.895	.883

Hence, from the above analysis, the most striking parameters that has surfaced encompassing intrinsic motivators / de-motivators during the current pandemic situation are:

- i) Fear & Anxiety
- ii) Self-Development & Self Worth
- iii) Sense of Responsibility

Correspondingly, the factors comprising the extrinsic motivators / de-motivators amidst this contagion crisis condition are:

- i) Remote Working (i.e., away from office premises, preferably from home)
- ii) Missing the tangible work-in-action
- iii) Company support

H0.3: The changes in the motivation levels of the Indian workforce because of the Pandemic has no significant relationship with the demographic segmentation of the workforce

In order to measure the changes in the motivation level of the Indian work force, initially a simple difference between the constructs ‘overall motivation before the pandemic’ (M1) and ‘overall motivation during the pandemic’ (M2) was calculated. Consequently, three groups were formed from the new measure created from the difference (M1 – M2) and were labeled as ‘Increased Motivation’ (for the differential value < 0), No change in Motivation (for the differential value = 0) and ‘Decreased Motivation’ (for the differential value >0). So, the construct (MI - M2) remained a continuous variable, while the labelled one was converted into a categorical variable.

Now, in order to test the third hypothesis, chi-square tests were performed over the above mentioned labelled construct with different demographics of the sample workforce. The results from all the chi-square tests done are summarized in the following table.

Table 15: Chi – Square tests on changes in Motivation levels and Demographics

Motivation levels:	Chi –Square value	p. sig value
Decreased Motivation		
No change		
Increased Motivation		
Gender:	1.149	.563
Male		
Female		
Sector:	2.019	.364
Service		
Manufacturing		
Association:	14.261	.007
Private		
Public		
Freelancing		
Income:	7.216	.120
No changes		
Reduced		
No income presently		
Age:	20.068	.003
18 – 25		
26 – 35		
36 – 45		
46 – 60		
Current Location:	.804	.669
At home		
Stranded somewhere else		
Working Condition:	5.661	.462
From Home		
Regularly visiting office		
Visiting office in shifts		
Sometimes visiting office		



From the above table we can see that the changed motivation level of the Indian workforce arising due to the pandemic condition is significantly related to the type of association they have and the age group they fall in. For rest of the measures taken for demography as indicated in the table, significant relationships could not be proved.

For the demographic parameters where significant relationships were observed, a detailed descriptive analysis was done to view the broader state.

Table 16: Frequency distribution between changed motivation levels and type of association

Type of Association	Decreased Motivation	Increased motivation	No change	Grand Total
Freelancing	7	0	1	8
Private	54	14	82	150
Public	49	4	38	91
Grand Total	110	18	121	249

Different odds ratios which came out from the above table are shown below:

Table 17: Odds ratio of changed motivation levels between types of association

Type of Association	Private : Public	Private: Freelancing
Decreased Motivation	54/150 : 49/91 = 0.36 : 0.53	54/150 : 7/8 = 0.36 : 0.87
Increased motivation	14/150 : 4/91 = 0.093 : 0.043	14/150 : 0/8 = 0.093 : 0
No change	82 / 150 : 38 / 91 = 0.54 : 0.41	82 / 150 : 1/8 = 0.54 : 0.125

After relating the different odds ratios it can be clearly seen that the diverse workforce associated with the private sector has a better percentage figure in case of 'Increased motivation' or 'No change in motivation' as compared to the two other forms of workforce association.

Another way of testing the third hypothesis was done by applying One-way ANOVA, where the dependent variable is the change in the motivation level (M1 – M2) and the independent variables being the different demographics. Even in this case a significant relation had come up between the change in the motivation level (M1 – M2) and (a) type of association and (b) age groups. The tables emerging out of the analysis covering ANOVA and the Tukey HSD are shown below.

Table 18: ANOVA between changed motivation levels and types of association

Changed Motivation (M1 - M2)	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.612	2	9.806	10.702	.000
Within Groups	225.408	246	.916		
Total	245.020	248			

The above ANOVA table clearly shows that the mean changed motivation level between workforces having different types of association is significantly different. Hence, a post ad-hoc Tukey analysis was conducted.

Table 19: Tukey HSD between changed motivation levels and types of association

Dependent Variable: Changed motivation levels (M1 – M2)

Types of Association		Mean Difference	Std. Error	p. Sig value
Private	Public	-.4289*	.1272	.002
Private	Freelancing	-1.2517*	.3473	.001
Public	Freelancing	.8228	.3530	.053

The findings of the Tukey HSD result suggests that the changed motivational level of the private sector is significantly different from that of the public and freelancing counterpart. The odds ratio discussed from Table 15 further highlights the fact that the workforce associated with the private sector is more motivated during the pandemic situation.

Table 20: ANOVA between changed motivation levels and different age groups

Changed Motivation (M1 - M2)	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.558	3	5.186	5.537	.001
Within Groups	229.463	245	.937		
Total	245.020	248			

The findings from the ANOVA table again shows that the mean changed motivation level between workforces falling under different age groups is significantly different. The related TUKEY HSD table is as follows:

Table 21: Tukey HSD between changed motivation levels and different age groups

Dependent Variable: Changed motivation level (M1 – M2)

Different age groups		Mean Difference	Std. Error	p. Sig. value
18-25	26-35	-.5575*	.2039	.034
18-25	36-45	-.7857*	.2173	.002
18-25	46-60	-.8778*	.2410	.002
26-35	36-45	-.2283	.1480	.414
26-35	46-60	-.3204	.1811	.291
36-45	46-60	-.0921	.1960	.966

The above Tukey HSD analysis evidently shows that the changed motivation levels for the age group (18 – 25) is significantly different from the other sets. To explore the condition further on, the related descriptive analysis with the associated odds ratio table has been depicted below:

Table 22: Frequency distribution between changed motivation level and different age groups

Different Age groups	18 - 25	26 - 35	36 - 45	46 - 60	Grand Total
Decreased Motivation	4	49	37	20	110
Increased motivation	6	7	4	1	18
No change	18	59	27	17	121
Grand Total	28	115	68	38	249

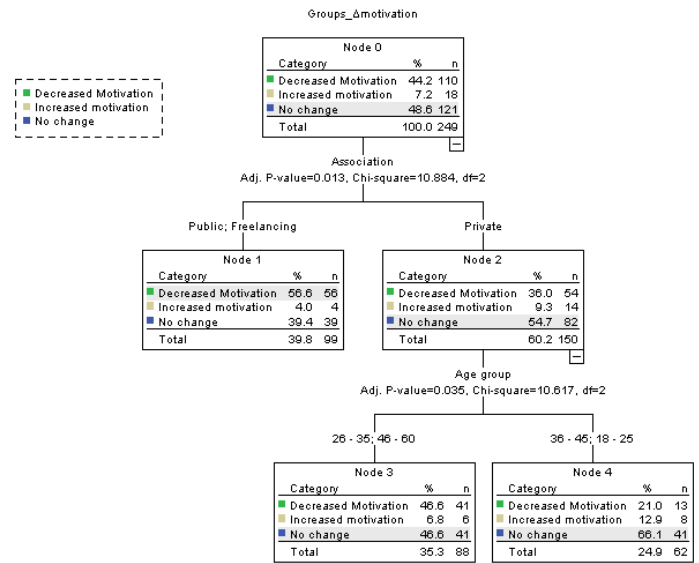
Table 23: Percentage representation of Table 20

Different Age groups	18 - 25	26 - 35	36 - 45	46 - 60
Decreased Motivation	14.3	42.6	54.4	52.6
Increased motivation	21.4	6.1	5.9	2.6
No change	64.3	51.3	39.7	44.7

The above table visibly indicates that the age group (18 – 25) is more motivated during this crisis situation as compared to the other age groups.

Apart from the above explained analysis, a decision tree model (using the CHAID algorithm) was run, using all the parameters of demography together as a set of independent variables against the three labels of the changed motivation level (dependent variable). This had been solely done to look into the situation from a multivariate angle and describe the state of the changed motivation level among the different clusters of the Indian workforce.

Figure 2: Decision Tree - Status of the changed motivation level in various demographic segments



The image of the decision tree also shows us that among all the demographic measures, the changed motivation level actually depends on the type of association and then the age bracket of the Indian workforce. Moreover, it also depicts the fact that the segment of the workforce associated with the private sector and in the age bracket of (18 – 25) and (36 – 45) has the highest percentage in the clusters of ‘Increased Motivation’ and ‘No change in motivation’ and also lowest percentage in the cluster ‘Decreased Motivation’. On the other hand, the segment of the workforce associated with the public sector or doing freelancing has the highest percentage in the cluster of ‘Decreased Motivation’ and lowest in the clusters of ‘Increased Motivation’ and ‘No change in Motivation’. Also, for this segment the change in the motivation level does not count on the age group.

H0.4: The Intrinsic motivators have no significant relationship with the motivation level of the workforce during the pandemic situation

As discussed above the construct for ‘internal motivators’ have been improved into three latent factors given as: Fear & Anxiety, Self-Development & Self Worth and Sense of Responsibility. Now, in order to test the fourth hypothesis, a linear regression analysis had been carried out between the overall motivation level during the pandemic (dependent variable) and the latent variables of the construct ‘internal motivators’ (independent variables). The results are shown in the following table:



Table 24: Linear Regression between motivation level during pandemic & factors of intrinsic motivators

Dependent Variable: Motivation level during the pandemic

Model R ² square: 0.793	Standardized Coefficients		p sig. value
	Beta	t	
(Constant)	3.040	54.933	.000
Fear _Anxiety	-.588	-9.733	.000
Self_worth_Self_Development	.203	3.359	.001
Responsibility_ Sense	.325	5.385	.000

The linear regression analysis (with an R² value of .793) shows that, the motivation level of the workforce (during the pandemic) is significantly related to the factors of intrinsic motivators which has emerged during this catastrophe. We also find that the magnitude of this motivation level is most effected by the factor ‘Fear & Anxiety’ (b = -.588), followed by ‘Responsibility Sense’ (b = .325) and then ‘Self Worth and Self Development’ (b = .203).

In order to measure the strength of the relation between the above stated dependent and independent variables, a correlation analysis was conducted.

Table 25: Correlation between motivation level during pandemic & factors of intrinsic motivators

Dependent Variable: Motivation level during the pandemic

Correlation	Fear _Anxiety	Self_worth_Self_Development	Responsibility_ Sense
r value	-.693**	.303*	.480**
p sig. value	.000	.015	.000

The correlation analysis reveals that the factor ‘Fear & Anxiety’ is negatively related to the motivation level of the workforce having a significant r value of -.693. The rest of the two factors have significant positive relation with the motivation level during the pandemic but the degree of the relationship is not as strong as the first one.

Hence, both the regression and correlation analysis, upholds the fact that the transformed intrinsic motivators have a significant relationship with the overall motivation level of the Indian workforce during this crisis situation arising out of the pandemic; and the most crucial intrinsic factor which dominates the engagement level of the workforce amid this time are the different forms of fear and anxiety which they hold within.

H0.5: The Extrinsic motivators have no significant relationship with the motivation level of the workforce during the period of lockdown

The latent factors which emerged from the different measures of extrinsic motivators are:

Remote Working (i.e., away from office premises, preferably from home), Missing the tangible work-in-action and Company support.

To test the fourth hypothesis, a similar kind of an analysis using linear regression and correlation had been used. The findings of the regression analysis is displayed below:

Table 26: Linear Regression between motivation level during pandemic & factors of extrinsic motivators

Dependent Variable: Motivation level during the pandemic

Model R ² square: 0.882	Standardized Coefficients		p sig. value
	Beta	t	
(Constant)	3.04	85.088	.000
Remote Working	.801	20.534	.000
Missing the tangible work-in-action	-.299	7.667	.000
Company Support	.224	5.755	.000

The regression outcome of the factors of the extrinsic motivators shows that, all the three factors have significant effects on the motivation level during the pandemic; with the effect of ‘Remote Working’ having the utmost effect (b = .801), followed by ‘Missing the tangible work-in-action’ (b = -.299) and then ‘Company Support’ (b = .224).

The associated correlation analysis is displayed down below:

Table 27: Correlation between motivation level during pandemic & factors of extrinsic motivators

Dependent Variable: Motivation level during the pandemic

Correlation	Remote Working	Missing the tangible work-in-action	Company support
r value	.807**	-.207**	.363**
p sig. value	.000	.000	.006

The correlation analysis depicts the fact that the factor ‘Remote Working’ is positively related to the motivation level of the workforce having a strong significant r value of .807. For the rest of the two factors, though the relationship is significant, the degree of correlation with the motivation level is quite feeble. Also, a thing to note here is that there is a negative correlation of motivation to work with the factor ‘Missing the tangible work-inaction’.

Hence, both the regression and correlation analysis, supports the fact that the altered extrinsic motivators have a significant relationship with the overall motivation level of the Indian workforce during this pandemic state; and the most

essential extrinsic factor which dominates the engagement level of the workforce during this phase is the factor ‘Remove Working’ which has aroused due to the lockdown declared by the government.

H0.6: The Intrinsic motivators have an exact similar mark as the Extrinsic motivators for the workforce in order to strive forward during these unprecedented times.

In order to test this hypothesis, the mean of the Intrinsic motivators (M_I) and Extrinsic motivators (M_E) were calculated for all the sample units. While calculating these mean values, all the measures of Intrinsic and Extrinsic motivators were taken into account.

So the null hypothesis became, $M_I = M_E$

Alternative Hypothesis is taken as: The Intrinsic motivators become stronger than the Extrinsic motivators for the workforce in order to strive forward during these critical times- $M_I > M_E$

An independent two sample t testing had been performed to explore the hypothesis and the findings are given below:

Table 28: Independent two sample t testing between Intrinsic motivators and Extrinsic motivators

Variables	Mean	Variance	t stats	p sig. value
Mean Intrinsic motivators for all sampling units	3.11	0.145	2.198	.001
Mean Extrinsic motivators for all sampling units	2.98	0.327		

The above analysis undoubtedly shows us that the force of the Intrinsic motivators are far stronger than that of the Extrinsic motivators for the Indian workforce during this unprecedented period.

Limitations of the study:

There are a few limitations in this study which needs to be stated:

- 1) The sample considered in this research work could not be evenly distributed across different groups. The blue collared workers in the sample frame was only 9%, freelancers only 3.2 % and the workforce from public manufacturing units were a mere 2.4%. A uniformly spread unbiased sample frame may have provided for stronger inferences. Moreover, an unbiased sample data set would have also helped to bring in some perspective of predicting the motivation levels of the Indian workforce while depicting the decision tree.
- 2) The 9% blue collared workers included in the study were all from the manufacturing sector. Hence a viewpoint of the intrinsic and extrinsic motivators for the blue collared employees from the service sector could not be understood.

Future Research:

The scope for future research coming out of this present research paper can be discussed from two different angles.

Different measures of motivators:

The perceptions and ideas revolving around intrinsic and extrinsic motivators are very dynamic in nature and keeps changing and evolving over time. Though grossly same, but they also diverge for different groups of the human strata. Hence, future research may look into the engagement of the workforce in any other crisis situation, with different measures of the motivators.

Deep down coverage:

Future research can even choose certain aspects coming out from the findings of this paper and carry out a detailed study so as to develop constructive interventions and suggestions for the workforce management and the government to implement. An interesting finding in this paper was that, though the majority of the workforce associated with the public sectors were neither worried about losing their job nor had any salary cuts – nevertheless their motivation levels during the pandemic was even lower than the workforce associated with the private sectors. Forthcoming research can deep dive into this outcome and study about the motivators and de-motivators of this segment of the Indian workforce.

Conclusion:

The objectives on which this study revolved were: to explore the changes in the motivation of the different segments of the Indian workforce during the spread of the corona virus pandemic and how the transformed intrinsic and extrinsic motivators for the workforce played a significant impact in their work engagement morale.

Motivation acts a centrifugal force in all forms of human behavior and hence is very crucial for the engagement level of the workforce of an economy. It has been observed that the overall motivation level of the Indian workforce has significantly decreased because of the lockdown situation arising due to the spread of the pandemic.

It is often said that – ‘Crisis reveals character’ and this holds good for both individuals and organizations. How one responds in a critical situation from an individual perspective is guided by their own intrinsic motivators and their strength. How the organizations and the government reacts in this crisis defines the extrinsic motivators they create for the society. And this is how the intrinsic and extrinsic motivators gets transformed in a crisis driven changed environment. This paper explores and finds out the transformed intrinsic motivators to be ‘Fear & Anxiety’, ‘Self Worth & Self Development’ and ‘Sense of Responsibility’ on one hand; and ‘Remote Working’, ‘Missing the tangible work-in-action’ and ‘Company Support’ as the changed extrinsic motivators on the other hand. Each factor from both the intrinsic and extrinsic motivators were found to significantly



affect the motivation level of the Indian workforce during this pandemic; with 'Fear & Anxiety' and 'Remote Working' coming out as the most important factors. It is here where the effective interventions of the government and the respective organizations should come up.

It is obvious that the workforce is anxious and worried – both for the present and the future; they worry about their health, job security, job relativity, job stagnation etc. The government by creating a strong and responsive public health system and adopting efficient non-pharmaceutical ways of prevention can bring in positivity in the minds of the people. It should also help businesses to bounce back by strategizing competently on taxes, loan, monetary rates etc. so that it helps the economy and employment status to rise up. Accordingly, it is also the duty of the organization to introduce social-distancing strategies appropriate to respective workplaces to limit transmission risks for employees who are bound to report to work even in this critical situation. For employees who are sick or are working from home, appropriate strategies regarding cross training, absenteeism, leaves, pay cuts, work-travel policies etc. should be planned out so that it does not hamper the financial health and the employee morale of the company. Additionally, the organizations should provide adequate infrastructural support, proper communication and collaboration to enhance the shift to a remote at-home work culture wherever possible; and plan a hygienic shift induced work culture where remote working is not possible.

Thought the present study finds that the overall motivation of the employees have reduced during the pandemic, but there are segments of employees for whom the motivation level has not changed or may have actually increased. Incongruously, it has been found out that the percentage of the workforce associated with the Private sectors having 'increased motivation' or 'no change in their motivation' during the pandemic is much higher than their public counterparts; even though they fear of losing their job amidst reduced salary. This is because it has been found that their sense of responsibility and self-development drives are very high even during these days. On the other hand, public sector employees, having lesser or no fear of job loss with almost no change in salary - has a higher percentage of 'decreased motivation' during this critical phase. Observation shows that for these public sector employees the fear that their applicability of job will no longer hold good is pretty high with lower drive for self-development. This is a very important finding and the government should really inculcate innovative skill development and technical empowerment to their employees. Building the necessary infrastructure to support a digitized world and stay current in the latest technology will be essential not only for the workforce, but for the businesses or even the country to remain competitive.

The paper also comes with a finding that the workforce falling in the age groups of (18-25) and (26-35) are far more motivated than the older section (which ranges from 36 to 60) during this contagion period. This is because it has been observed that higher the age group, more is the anxiety and

fear experienced. Also, the self-development drive among the younger age groups is comparatively higher; an exception being the private sector workforce in the age group of (36-45).

Last but not the least, it has also been found that the average score of the intrinsic motivators for all segments of the workforce taken together, is more powerful than the average score of the extrinsic motivators taken together. The above discussions also advocate the fact that, the segments of the workforce having stronger positive intrinsic motivators are much more engaged and involved in their respective occupations even during this disruptive period. This again proves the fact that to survive and thrive along, the positive intrinsic motivators comes from within and helps to pull through the critical times. However, to make sure that the internal motivators do not come to a staggering halt, the external motivators should be sufficiently and appropriately provided alongside by the respective companies and the government amidst this crisis.

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Annexure 1

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Reviewers Comment

Reviewer Comment 1:

The paper is based on a very appropriate theme to measure the workforce spirit of the employees in the time of novel coronavirus pandemic. The results of the study are highly reliable as the data is collected all across India and a good research methodology is used with critical support of literature available on the theme.

Reviewer Comment 2:

The paper is organised in a very strategic manner by clearly stating the gaps identified. Inclusion of the figures and table in the study improves the concept clarity and presentation of the work done. Sample is covered from both the manufacturing and service sector which improves the applicability of the result.

Reviewer Comment 3:

The article has identified the research gaps well from previous studies and had aimed well to meet the objectives. The hypotheses have been well framed and supported with appropriate studies. The use of statistical tools has justified the study well. The author concludes with future scope of research which will contribute as base for other researchers.



Bianka Ray Chaudhury
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Conflict of Interest: Author of a Paper had no conflict neither financially nor academically. To execute the research the self-funding model has been created for collection of data and preparation of a questionnaire.

Editorial Excerpt

The article has 4% of plagiarism which is accepted percentage as per the norms and standards of the journal for the publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on a timely basis to the authors (Bianka) and accordingly all the corrections had been incorporated as and when directed and required to do so. The comments related to this manuscript are noticeable related to "**Workforce Spirit Amidst the Pandemic- An Indian Perspective**" both subject-wise and research-wise. The paper explains how the motivators for the workforce affected the engagement quotient of the different segments of the workforce due to the novel coronavirus pandemic. The results of the study are based on the empirical analysis of the primary data collected from all across India. The finding of the study revealed that even though the overall motivation of the workforce came to be low in the pandemic time yet there were some intrinsic and extrinsic factors that came out as positive drivers to the workforce spirit. The paper is well written and some important considerations are highlighted. Overall, the paper promises to provide a strong base for the further studies in the area. After comprehensive reviews and editorial board's remarks the manuscript has been categorised and decided to publish under "**Empirical Research Paper**" category.

Acknowledgement

I am grateful for the insightful comments offered by the anonymous peer reviewers and the editorial team of GJEIS. The generosity and expertise of one and all have improved this study in innumerable ways.

Disclaimer

The opinions expressed in this paper are those of the author and do not reflect the views of the GJEIS. The author has made every effort to ensure that the information in this paper is correct, any remaining errors and deficiencies is solely the responsibility of the author.



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