

Research Article

# Analyze The Impact of Job-Related Attitudes and Covid-19-Focused Hrm Initiatives on Job and Organizational Performance

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**Abstract:** This study examines the interplay between job-related attitudes, COVID-19-focused Human Resource Management (HRM) initiatives, and their impact on job and organizational performance. In the context of the COVID-19 pandemic, organizations have implemented various HRM strategies to navigate challenges and sustain performance. Job-related attitudes, including job satisfaction, organizational commitment, and employee engagement, play crucial roles in shaping individual and organizational outcomes. COVID-19-focused HRM initiatives such as remote work policies, health and safety measures, and communication strategies have also become instrumental in maintaining productivity and employee well-being. Through a questionnaire-based study involving 121 participants, this research explores the relationships between job-related attitudes, COVID-19-focused HRM initiatives, and performance outcomes. The findings shed light on the significance of aligning HRM practices with employee attitudes to enhance job satisfaction, commitment, and engagement, thereby fostering organizational resilience and performance in the face of adversity.

**Keywords:** Job-related attitudes, COVID-19, HRM initiatives, job performance, organizational performance, job satisfaction, organizational commitment

## INTRODUCTION

The COVID-19 pandemic is posing new and unexpected challenges to organizations worldwide. To ensure that their workers are secure and effective, they must therefore be inventive with their HRM strategies [1]. In light of current events, it is imperative to assess the impact of work-related attitudes and COVID-19-focused HRM efforts on individual and organizational performance [2]. The purpose of this analysis is to examine how HRM responses to the pandemic have affected job satisfaction and organizational performance [3, 4].

These days, employers greatly depend on their employees [5]. When employees fulfill their duties, they help the organization achieve its goals at the tactical, strategic, and operational levels. This has an impact on the productivity and effectiveness of different departments within the business [6]. The COVID-19 pandemic was brought on by the SARS-CoV-2 virus, which has significant effects on human resource management [7, 8]. The COVID-19 pandemic forced organizations to alter their work procedures since it reduced social mobility and raised social distance [9]. Businesses need to rearrange their processes to make room for remote workers [10]. Employers faced challenges related to working remotely, like setting up their workstations, selecting devices that support remote work, shifting business communications online, and even finding themselves in virtual reality [11]. This affected the way the work was seen and approached in terms of execution. Importantly, the COVID-19 pandemic-induced changes are yet poorly understood [12].

The impact of organizational changes on individual workers' output and, by extension, the company's bottom line [13]. First, there is evidence that it has a deleterious impact. Anxiety about job security, stress, a lack of sufficient resources, technical challenges, homesickness for the office, difficulty developing relationships with coworkers, and a work-life balance can all have a detrimental impact on employee productivity [14–16]. Concerns regarding the pandemic's impact on organizations are well documented; for example, 46 percent of Chinese enterprises surveyed expect a decline in productivity as a result of COVID-19 [17]. In contrast, there is an abundance of data indicating a positive effect.

The goal of this essay is to shed light on the relationship between COVID-19 and HRM approaches, with a particular emphasis on their impact on business outcomes. We will explicitly examine the relationships between job performance, organizational performance, and the implementation of COVID-19-focused HRM initiatives [18]. Furthermore, we will consider how work-related attitudes, such as motivation, contentment, and dedication to the organisation, may behave as mediators.

## LITERATURE REVIEW

### *Job-Related Attitudes and Their Influence on Job and Organizational Performance*

Dhir et al. (2024) [19] showed that organizational self-esteem and perceived organizational membership influenced the connection between organisational respect and psychological capital and performance. They utilized

structural equation modelling with partial least squares to examine data from 240 employed executives across multiple industries. Their findings indicate that a respectful work environment positively impacts employees' feelings of self-worth and belonging, increasing output. Furthermore, the relationship between respect and perceived organisational membership was partially mediated by organization-based self-esteem, and the relationship between organisational respect and performance was partially mediated by perceived organisational membership. Additionally, they discovered that psychological capital contributed to employees' positive self-perception towards their employer. They emphasize how crucial it is to treat coworkers with respect for them to feel valued and like they belong, which increases output. The findings emphasise how important it is for businesses to try to cultivate polite working relationships with their staff. These connections can strengthen a person's sense of self-worth, encourage cooperation, and improve group performance.

Olonade et al. (2024) [20] investigated the effects of salary satisfaction and mentorship on attitudes towards employment in Osun State's local government. To ensure that the sample was representative of all levels and departments, they employed a multi-stage sampling technique. The study employed descriptive and inferential statistics, such as multiple regression analysis, to analyse data obtained from questionnaires pertaining to job satisfaction, mentorship experiences, and pertinent attitudes. The study discovered a strong correlation between pay satisfaction levels and positive job attitudes. When mentorship initiatives were successful, employees were also more willing to collaborate. Financial security and mentoring had a synergistic effect that further strengthened positive work attitudes. These findings demonstrate how important it is for local government organisations to give pay satisfaction and mentorship initiatives top priority in order to encourage positive work attitudes and ultimately improve overall performance.

Ali et al. (2024) [21] examined five significant factors that influence worker performance in corporate environments: growth and training, work-life balance, self-efficacy, safety, and job satisfaction. Utilising questionnaires, information was obtained from 135 workers at Al-Saeed Company, a reputable Yemeni company involved in construction and contracting. The researchers employed PLS (Partial Least Squares) software to assemble their findings. Surprisingly, the findings demonstrated that job satisfaction, safety, work-life balance, and professional growth and training had no discernible effects on worker performance. Conversely, it was discovered that self-efficacy was a predictor of workplace performance. This study is beneficial because it clarifies the intricate interactions between different factors and shows how these interactions impact worker performance at work.

Herdianto et al. (2024) [22] examined a variety of significant factors for their direct and indirect effects on employees' job satisfaction and productivity. They specifically examined the degree to which work-life

balance was achieved, the fairness of the business, and the alignment between individual and organisational values. They found that the degree to which employees' values matched those of their employer had no bearing on how happy they were at work. Workers expressed greater job satisfaction when work-life balance and organisational equity were taken into account. The degree to which company ideals coincided with individual values had a direct impact on employee performance, in addition to work-life balance and organisational fairness. According to the study, elements like job satisfaction, how well an organization's ideals matched an employee's values, and the state of their work-life balance all had an indirect impact on an employee's performance. The impact of organisational justice on employee satisfaction at work has a significant bearing on workers' productivity as well. The findings, which demonstrate how these factors combine to impact workers' pleasure and performance at work, should be noted by organisations hoping to increase employee satisfaction and productivity.

Imonikhe et al. (2024) [23] focused on the enduring significance of job happiness in understanding performance inside businesses, highlighting its implications for productivity, organisational goals, and wider social effects. The main objective of the study was to investigate how individual, societal, and cultural factors affect employees' job satisfaction. The study also looked into the intricate interactions between a number of variables in an effort to shed light on the relationship between performance and work happiness. A bidirectional association between occupational satisfaction and performance was validated by the study, which also explored mediating factors and clarified a cycle of cause-and-effect dynamics. The researchers recommended managers and supervisors to reconsider their implicit management approaches and substitute them with more direct tactics that foster support and equality in the workplace. It also emphasised the need for cultural, social, and personal factors to be addressed in order to fully enhance employee performance, highlighting the relevance of adopting a complete approach to understanding the relationship between performance and work satisfaction.

Yasmina et al. (2024) [24] examined organisational culture. Academics in the domains of strategic management, organisational behaviour, human resource management, and organisational sociology have started to concentrate on organisational culture. Organisational culture is well recognised for its substantial impact on performance and goal attainment. It is considered a crucial element in defining the success and excellence of an organisation, particularly in the contemporary corporate world characterised by rapid environmental changes. Robust and adaptable cultures that allow members to exhibit discipline, commitment, creativity, and invention as well as active participation in decision-making processes are conducive to exceptional individual performance and the achievement of organizational goals. The study's primary goal was to demonstrate the significance of corporate culture in increasing employee engagement and, consequently, in fostering the kind of

steadfast loyalty required for a business to be successful and survive.

Podgorski et al. (2023) [25] examined the critical role that prison officers play in maintaining the safety and order of prison settings, highlighting the significance of prison officers' job performance for organisational effectiveness and the fulfilment of jail missions. Despite this, relatively little is known regarding the performance of Slovenian correctional staff. In order to address this demand, Slovenian researchers examined the task performance of 201 prison officials (n=201) and the ways in which attributes including work attitudes, organisational factors, and work-related concerns affected the performance. The task performance of the prisoners showed a strong link with their job happiness, but not with their level of employment involvement. Additionally, a relationship was found between job satisfaction levels and elements such as felt danger at work, stress at work, and perceptions of organisational justice. Helping correctional officers cope with stress, fostering a stronger sense of organisational justice, and ensuring their safety from workplace dangers are all necessary if we want them to be more productive at work. The study's conclusions, which highlight the critical organisational and job-related factors that contribute to improved jail officer well-being and performance, are very beneficial to legislators and jail administration.

Adula et al. (2023) [26] emphasized the significance of training in shaping employee attitudes towards work and their impact on global competitiveness. The widespread use of technology has made the use of technical tools for training in human development more crucial than before. Training programs, both on and off the job, have a significant influence on employees' job satisfaction. Employees with specific training typically have more positive attitudes about their profession, which gives them an advantage at work. Using a mixed-method approach, the researchers employed thematic coding to analyse content and theme analysis to categorise data using MAXQDA 2020 software. Single-case analysis and bibliographic analysis were used to thoroughly evaluate the functionalism of the research area's training to identify themes. The findings demonstrated that most employees believed that training was essential to advancing their careers and a means of enhancing workplace morale, both of which enhanced organisational performance, particularly in the textile industry. The study's conclusions, which are based on a positivist assumption, offer helpful information for policy recommendations to improve organisational performance through strategic training initiatives.

Rufeng et al. (2023) [27] evaluated the effect of worker satisfaction on business results in the manufacturing sector in order to gain a better understanding of how employees view and expect the benefits provided by their companies. By using questionnaires, the study collected primary data from a sample of one hundred industrial workers using empirical research methodologies. They emphasise the role that employee well-being plays in fostering workplace productivity and the effect that this has on organisational

performance. This study demonstrates a causal relationship between employee happiness, productivity, and attitudes towards the work environment, providing useful guidance for improving job performance through attention to employees' needs in the workplace. This research suggests that it is advantageous to match organisational strategy with employee pleasure and that prioritising employee well-being increases overall organisational success.

### ***COVID-19-Focused HRM Initiatives and Their Impact on Job and Organizational Performance***

Pérez Rave et al. (2024) [28] highlighted the challenges that organisations face while addressing mental health issues, highlighting the detrimental impact that mental illnesses have on workers' well-being and organisational effectiveness. This report aimed to provide light on three important areas of research on mental health in organisations: underlying patterns, trends, and COVID-19 effects using a framework for healthcare analytics. Utilising scientific datasets along with linguistic, computational, and statistical tools, the eight-phase framework adopted a text-driven methodology. With the use of this technique, the study created a new taxonomy model of five patterns seen in the scientific discourse on mental health. Concerns regarding the interests associated with these patterns and imbalances were also revealed by trend analysis comparing the pre-COVID-19 and post-COVID-19 eras. With a focus on healthcare analytics, this paper contributes to the growing body of research on organisational mental health that supports psychological and epidemiological studies by illuminating the management and comprehension of mental health issues in the workplace.

Haque et al. (2023) [29] examined the main challenges that organisations have faced in surviving the COVID-19 pandemic. They released a new multi-level conceptual model based on the resource-based view (RBV) to solve the crisis and emphasised the role that SHRM plays in motivating staff members and fostering organisational resilience. Through a detailed literature study covering subjects including organisational resilience, job satisfaction, turnover intentions, SHRM, RBV, and the impact of the pandemic, key contributors and their results were identified. The study's conceptual model, which identified five testable hypotheses that evaluate the effects of the pandemic on employee motivation and organisational resilience, suggests that organisations may adapt to the epidemic effectively using SHRM and RBV. The model highlights that SHRM's utilisation of resources has a significant impact on employee outcomes like as motivation, job satisfaction, turnover intention, and organisational resilience. RBV is thought to be an essential part of the paradigm. The study's practical implications recommend that businesses adopt a holistic strategy that integrates SHRM and RBV ideas to safeguard employee motivation and organisational resilience. Furthermore, it illustrated the value of measurement and analysis for upcoming research and management initiatives aimed at reducing the impact of calamities such as the COVID-19 pandemic.

Joy et al. (2023) [30] examined the consequences of the COVID-19 pandemic on employment in Kerala, India, starting in 2020. Many people have returned to their home countries as a result of the COVID-19 pandemic's catastrophic job loss. The study's main focus was on small businesses in the Thrissur region, with the goal of determining the coping strategies employed by fired employees and the implications for these businesses. A structured questionnaire was used to gather information from a sample of 258 individuals. Both descriptive and analytical statistics were used in the data analysis process. The results showed that most of the people who lost their jobs were in charge of small food-related businesses. According to the story, those who lost their employment were able to launch new businesses with little cash and the support of their loved ones. This study provides insightful information about how people handle losing their jobs in trying circumstances, highlighting their resourcefulness and tenacity. These results can be applied to encourage entrepreneurship and economic recovery after the pandemic.

Anjum et al. (2022) [31] addressed the main challenges faced by HR professionals in adjusting to the changes brought about by the COVID-19 pandemic. Human resource managers have a critical role in supporting businesses as they adopt new procedures, supporting employees during this transition, and foreseeing issues that may arise in the aftermath of the pandemic. They examine the main post-COVID-19 HR concerns, identifying and elucidating particular problems that HR departments may encounter. The narrative literature study's conclusions were reached after a careful analysis of relevant information gathered from numerous secondary sources, including books, websites, and published papers. Long-term concerns about HRM emerged in the COVID-19 "new normal," including remote work, employee engagement, maintenance, increased flexibility, work-life balance, and morale. The study's significance lies in its ability to assist businesses in adapting to change. Human resources professionals can utilise the study's findings to create strategies for preparing for life after the pandemic. Managers of human resources can use this knowledge to prepare for the changes that the COVID-19 pandemic will bring about in the workplace.

Elayan et al. (2021) [32] highlighted the significant disruptions that HR services have to deal with in light of COVID-19's increasing impact on business processes. The authors underlined the need of employers and employees creating suitable procedures to ensure the efficient functioning of organisational processes, drawing on a range of sources as well as their own experiences. In today's corporate environment, effective stakeholder management and staff execution depend greatly on human resource management (HRM). In addition to creating plans for workers' return to work, implementing flexible work schedules, and guaranteeing that workers' health and safety come first, human resources specialists are in charge of many other duties. The writers contend that human resource management ought to take the lead in giving employees the skills and know-how to optimise business

procedures. They also advised utilising technology to its fullest potential in order to increase operational efficiency in spite of ongoing pandemic issues. Examples of this include adopting internet platforms and remote work tools.

Lee et al. (2022) [33] examined the risks to workers' health and safety brought on by the outbreak, emphasised the COVID-19 pandemic's continuing consequences on workers' perceptions of workplace safety. They focus on two key areas: (1) how employees' attitudes towards their jobs are influenced by their perceptions of safety, and (2) what influences employees' expectations regarding their employer's ability to protect them from health risks. The research divided organizational responses to the COVID-19 pandemic into three main groups based on data obtained from the US federal government: providing mental and health assistance, reducing the number of workers present, and protecting on-site staff. After analysing each one separately, we used regression analysis to evaluate how it affected workers' perceptions of safety. The results showed that policies intended to protect workers while they were at work had the greatest impact on workers' views of their safety. Safety precautions for people in vulnerable health circumstances were also deemed significant. These results underscore the importance of organisational response strategies in guaranteeing worker safety during health crises and the necessity for organizations to give employee protection priority.

Ahmed et al. (2020) [34] highlighted the significance of directing employees towards corporate objectives through hiring, engagement, development, and training programmes in their assessment of the challenges faced by HR managers during the COVID-19 pandemic. This study aimed to investigate the potential correlation between knowledge sharing and organisational effectiveness in academic institutions by focusing on worker engagement. To perform our quantitative research, we employed a non-probability sampling technique that gave priority to convenient sampling. A lower response rate prompted data to be moved from Google Forms to hard copies of the survey, which were then given to chosen participants. Using Structured Equation Modelling (SEM), the theoretical foundation was tested. The results showed that sharing knowledge and involving employees both significantly and favourably improved organisational effectiveness. Another study indicates that information sharing plays a role as a moderator in the association between engaged workers and organisational success. Notwithstanding the pandemic's challenges, the survey indicated that virtual work environments offer opportunities for organisations to adapt and enable HR managers to effectively manage personnel. Subjects: Information exchange, worker involvement, and organisational performance.

## **METHODOLOGY**

### ***Data Collection***

Data for this study were gathered through a structured questionnaire distributed electronically to participants. The questionnaire was designed to elicit responses regarding job-related attitudes, perceptions of COVID-19-focused

HRM initiatives, and assessments of job and organizational performance. Electronic distribution facilitated efficient data collection while adhering to social distancing protocols necessitated by the COVID-19 pandemic.

**Participant Selection**

Participants were selected through purposive sampling to ensure representation across various industries and organizational roles. Inclusion criteria encompassed individuals currently employed in organizations that had implemented COVID-19-focused HRM initiatives. A sample size of 121 participants was targeted to achieve sufficient statistical power for analysis. Participation was voluntary, and confidentiality was guaranteed to encourage candid responses.

**Research Design**

This study employed a cross-sectional research design, enabling the examination of variables at a single point in time. Cross-sectional designs are well-suited for capturing concurrent relationships between variables, making them suitable for investigating the impact of job-related attitudes and COVID-19-focused HRM initiatives on job and organizational performance within the context of the pandemic.

**Measurement Scales:**

**Job-related Attitudes:** Job-related attitudes were assessed using validated scales measuring constructs such as job satisfaction, organizational commitment, and employee engagement. Participants rated their satisfaction with various aspects of their job, their commitment to the

organization, and their level of engagement in work-related activities.

**COVID-19-focused HRM Initiatives:** Perceptions of COVID-19-focused HRM initiatives were measured through items assessing the implementation and perceived effectiveness of initiatives such as remote work policies, health and safety measures, communication strategies, and employee support programs. Participants indicated the extent to which these initiatives had impacted their work experiences and overall wellbeing during the pandemic.

**Job and Organizational Performance:** Participants' assessments of job and organizational performance were obtained through self-report measures. Job performance was evaluated based on factors such as task completion, productivity, and quality of work, while organizational performance was assessed in terms of adaptability, resilience, and overall effectiveness during the COVID-19 pandemic.

**Data Analysis**

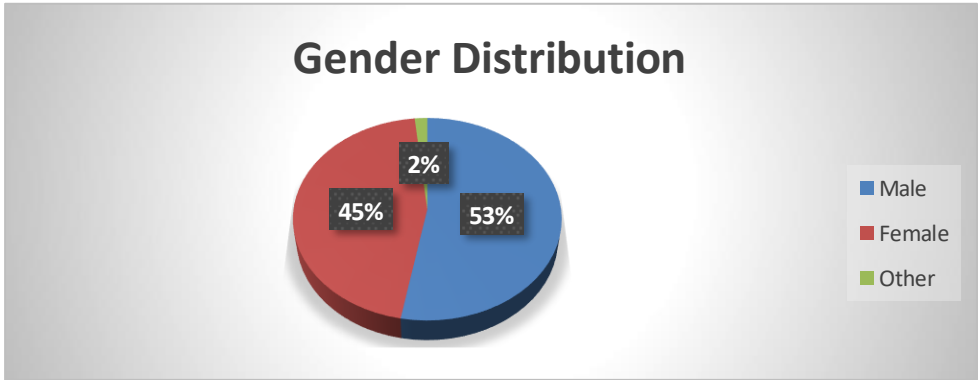
Quantitative data obtained from the questionnaire responses were analyzed using SPSS statistical software. Descriptive statistics were used to summarize demographic characteristics and provide an overview of responses. Inferential statistical techniques, including correlation analysis and regression analysis, were employed to examine relationships between job-related attitudes, COVID-19-focused HRM initiatives, and job and organizational performance.

**RESULT AND DISCUSSION**

The analysis revealed a significant correlation between job-related attitudes and organizational performance, indicating that positive attitudes among employees contribute to enhanced organizational outcomes. Table 1 and Fig. 1 present the distribution of gender among the respondents in the study. It shows the frequency of each gender category, including Male, Female, and Other, along with their corresponding percentages. In this specific sample, there were 64 male respondents, accounting for 53% of the total, while 55 female respondents represented 45%. Additionally, 2 respondents were identified as other, comprising 2% of the total sample.

**Table 1: Gender Distribution**

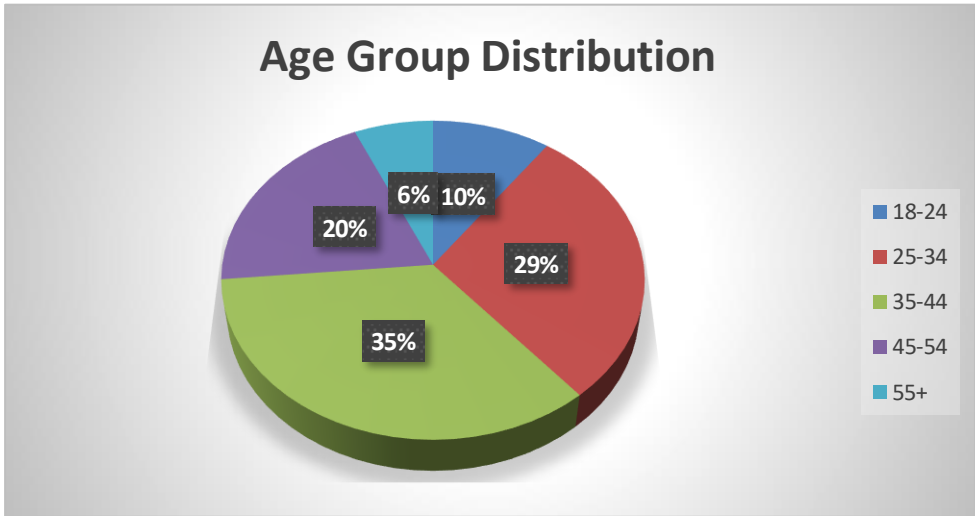
Gender	Frequency	Percentage
Male	64	53%
Female	55	45%
Other	2	2%



**Fig. 1: Gender Distribution**

Table 2 and Fig. 2 displays the distribution of respondents across different age groups in the study. It presents the frequency of respondents within each age category, ranging from 18-24, 25-34, 35-44, 45-54, and 55+, along with their respective percentages. For instance, there were 12 respondents aged between 18 and 24, accounting for 10% of the total sample. The majority of respondents fell within the 35-44 age group, comprising 42 respondents or 35% of the total.

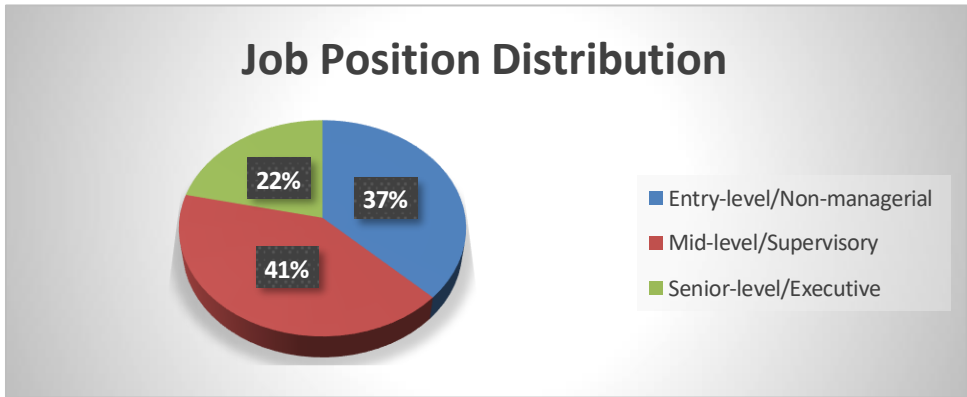
Table 2: Age Group Distribution		
Age Group	Frequency	Percentage
18-24	12	10%
25-34	35	29%
35-44	42	35%
45-54	24	20%
55+	8	7%



**Fig. 2: Age Group Distribution**

Table 3 and Fig. 3 present the distribution of respondents across different job positions in the study. It lists the frequency of respondents within each job position category, including Entry-level/Non-managerial, Mid-level/Supervisory, and Senior-level/Executive, along with their respective percentages. For example, there were 45 respondents in Entry-level/Non-managerial positions, constituting 37% of the total sample. The Mid-level/Supervisory category had the highest frequency, with 50 respondents, representing 41% of the total. The Senior-level/Executive category accounted for 26 respondents, making up 22% of the total sample.

Table 3: Job Position Distribution		
Job Position	Frequency	Percentage
Entry-level/non-managerial	45	37%
Mid-level/Supervisory	50	41%
Senior-level/Executive	26	22%



**Fig. 3: Job Position Distribution**

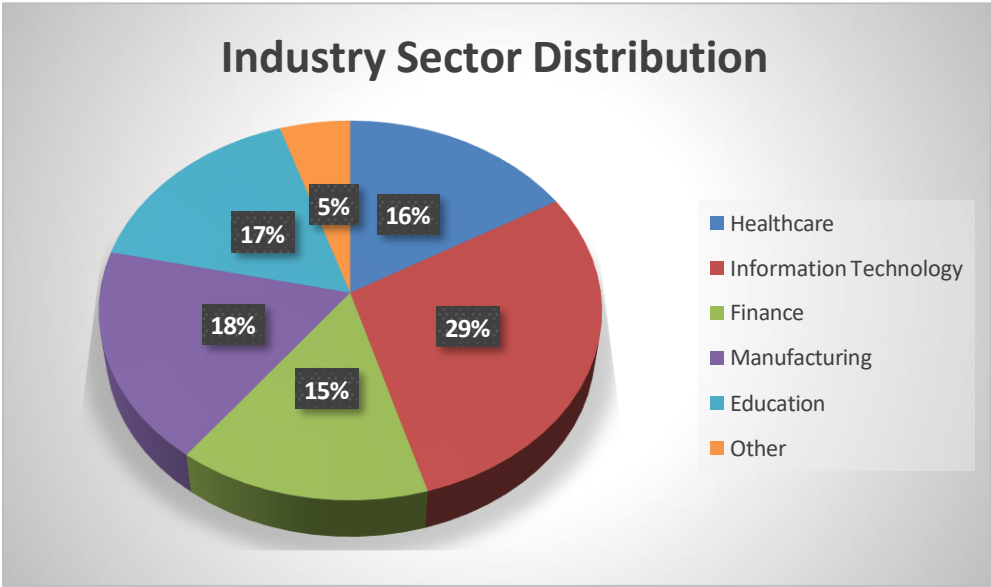
Table 4 and Fig. 4 illustrate the distribution of respondents across various industry sectors in the study. It presents the frequency of respondents within each industry sector category, including Healthcare, Information Technology, Finance, Manufacturing,



Education, and Others, along with their corresponding percentages. For instance, there were 20 respondents from the Healthcare sector, comprising 17% of the total sample. The Information Technology sector had the highest frequency, with 35 respondents, representing 29% of the total. Other sectors such as Finance, Manufacturing, and Education also contributed significantly to the sample, with frequencies of 18%, 22%, and 20%, respectively. Additionally, 6 respondents identified with other sectors, accounting for 5% of the total sample.

**Table 4: Industry Sector Distribution**

Industry Sector	Frequency	Percentage
Healthcare	20	17%
Information Technology	35	29%
Finance	18	15%
Manufacturing	22	18%
Education	20	17%
Other	6	5%

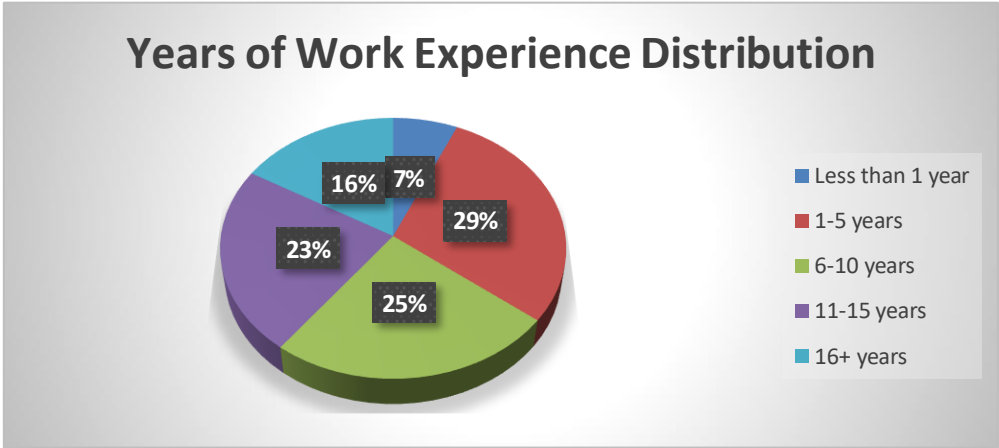


**Fig. 4: Industry Sector Distribution**

Table 5 and Fig. 5 present the distribution of respondents based on their years of work experience in the study. It lists the frequency of respondents within each category of years of work experience, including Less than 1 year, 1-5 years, 6-10 years, 11-15 years, and 16+ years, along with their corresponding percentages. For example, there were 8 respondents with less than 1 year of work experience, representing 7% of the total sample. The majority of respondents fell within the 1-5 years category, with 35 respondents accounting for 29% of the total. Additionally, 30 respondents had 6-10 years of work experience, constituting 25% of the total sample. The distribution also includes respondents with 11-15 years (23%) and 16+ years (17%) of work experience.

**Table 5: Years of Work Experience Distribution**

Years of Work Experience	Frequency	Percentage
Less than 1 year	8	7%
1-5 years	35	29%
6-10 years	30	25%
11-15 years	28	23%
16+ years	20	17%



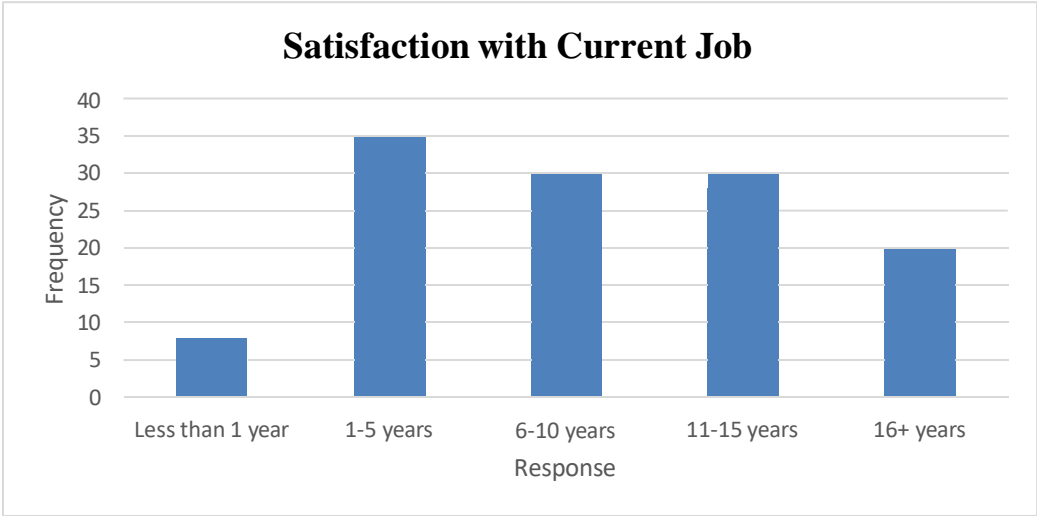
**Fig. 5: Years of Work Experience Distribution**

**II. Job-related Attitudes**

Table 6 and Fig. 6 display the distribution of responses regarding satisfaction with the current job among the respondents. It lists the frequency and percentage of respondents for each response category, including Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, and Strongly Agree. Additionally, it provides the mean value along with the standard deviation (Mean  $\pm$  SD) and the corresponding p-value for the analysis. For example, 8 respondents (7%) strongly disagreed with their current job satisfaction, with a mean satisfaction score of 2.45 and a significant p-value of <0.001.

**Table 6: Satisfaction with Current Job**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	8	7%	2.45 $\pm$ 0.87	<0.001
Disagree	15	12%		
Neither Agree nor Disagree	20	17%		
Agree	50	41%		
Strongly Agree	28	23%		



**Fig. 6: Satisfaction with Current Job**

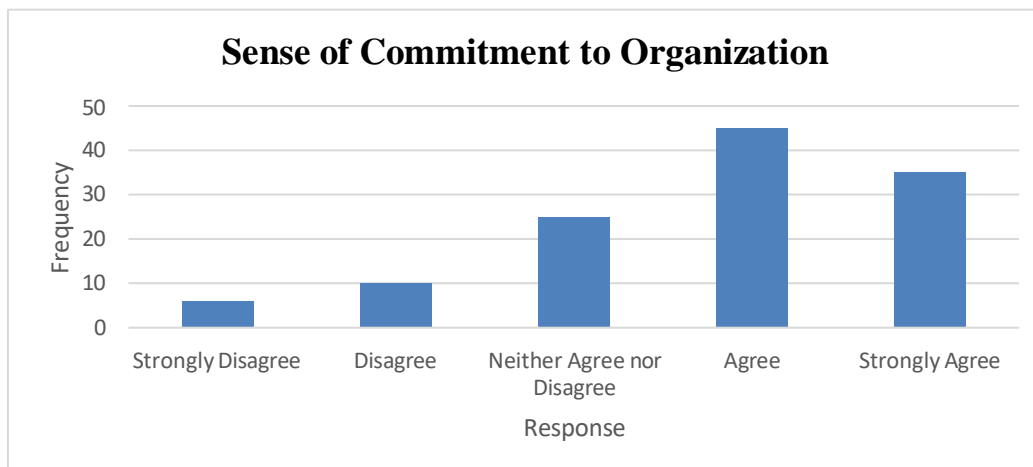
Table 7 and Fig. 7 present the results of a study on the sense of commitment to the organization, indicating varying levels of commitment among respondents. The table shows that 5% of participants strongly disagreed with their commitment, while 8% disagreed. A significant portion, 21%, neither agreed nor disagreed, suggesting a neutral stance. In contrast, 37% agreed and 29% strongly agreed with their commitment to the organization. The mean score of 2.12 $\pm$ 0.79 for those who strongly disagreed indicates a lower level of commitment compared to the mean scores of other response categories. The p-value of less than 0.001 highlights the statistical significance of these commitment levels among participants, emphasizing the importance of organizational commitment in the study.

**Table 7: Sense of Commitment to Organization**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	6	5%	2.12 $\pm$ 0.79	<0.001
Disagree	10	8%		



Neither Agree nor Disagree	25	21%		
Agree	45	37%		
Strongly Agree	35	29%		

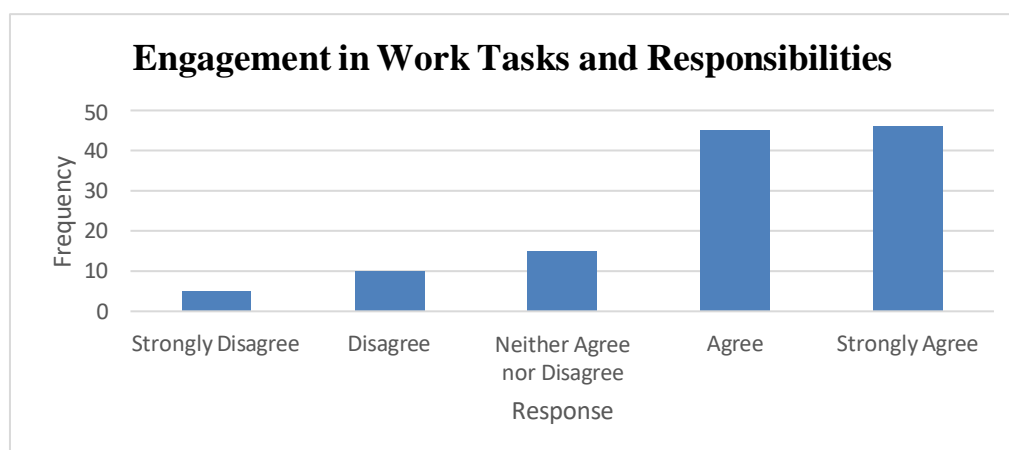


**Fig. 7: Sense of Commitment to Organization**

Table 8 and Fig. 8 present the results regarding employees' engagement in work tasks and responsibilities, indicating that a significant majority of respondents feel engaged in their work. The table shows that only 4% of participants strongly disagreed with being engaged, while 8% disagreed. A small portion, 12%, neither agreed nor disagreed, suggesting a neutral stance. In contrast, 37% agreed and 38% strongly agreed with being engaged in their work tasks and responsibilities. The mean score of  $2.08 \pm 0.72$  for those who strongly disagreed indicates a lower level of engagement compared to the mean scores of other response categories. The p-value of less than 0.001 highlights the statistical significance of these engagement levels among participants, emphasizing the importance of employee engagement in the study.

**Table 8: Engagement in Work Tasks and Responsibilities**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	5	4%	$2.08 \pm 0.72$	<0.001
Disagree	10	8%		
Neither Agree nor Disagree	15	12%		
Agree	45	37%		
Strongly Agree	46	38%		



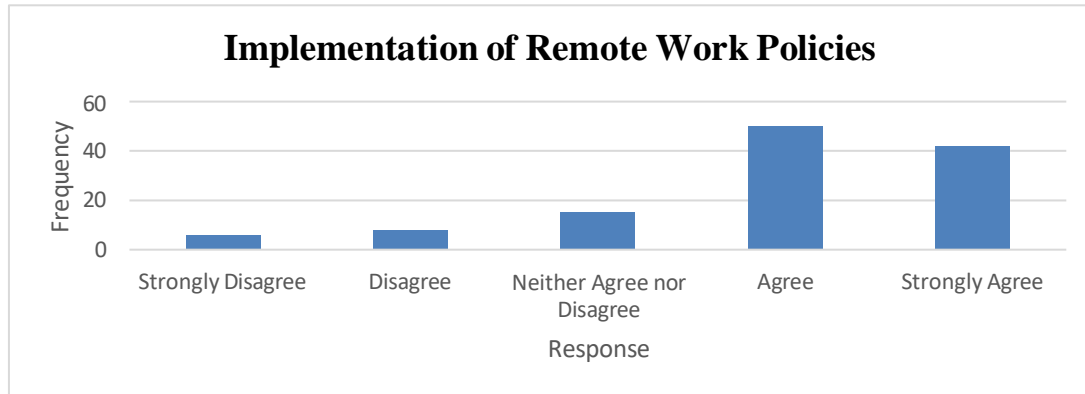
**Fig. 8: Engagement in Work Tasks and Responsibilities**

### III. COVID-19-focused HRM Initiatives

Table 9 and Fig. 9 present the results regarding the implementation of remote work policies, indicating that a significant majority of respondents support the implementation of such policies. The table shows that only 5% of participants strongly disagreed with the implementation, while 7% disagreed. A small portion, 12%, neither agreed nor disagreed, suggesting a neutral stance. In contrast, 41% agreed and 35% strongly agreed with the implementation of remote work policies. The mean score of  $2.10 \pm 0.85$  for those who strongly disagreed indicates a lower level of support compared to the mean scores of other response categories. The p-value of less than 0.001 highlights the statistical significance of these implementation levels among participants, emphasizing the importance of remote work policies in the study.

**Table 9: Implementation of Remote Work Policies**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	6	5%	2.10 $\pm$ 0.85	<0.001
Disagree	8	7%		
Neither Agree nor Disagree	15	12%		
Agree	50	41%		
Strongly Agree	42	35%		

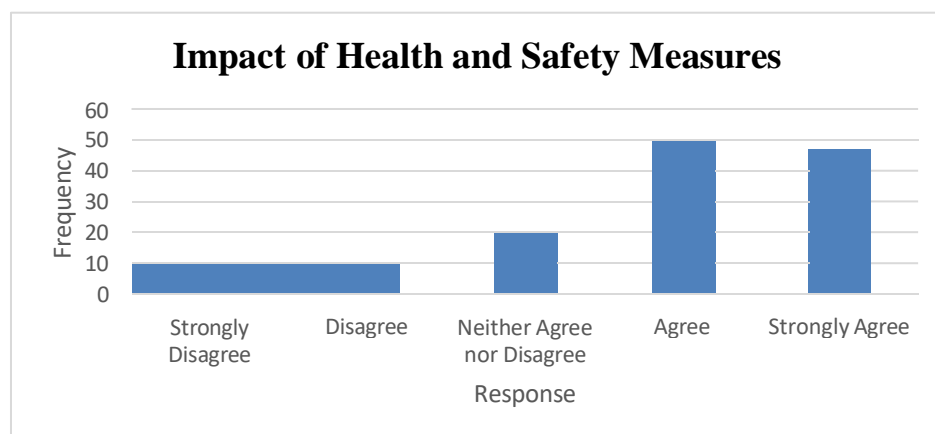


**Fig. 9: Implementation of Remote Work Policies**

Table 10 and Fig. 10 illustrate the distribution of responses concerning the impact of health and safety measures among the respondents. The table provides the frequency and percentage of respondents for each response category, ranging from Strongly Disagree to Strongly Agree. Moreover, it presents the mean value along with the standard deviation (Mean  $\pm$  SD) and the associated p-value for statistical analysis. Notably, 4 respondents (3%) strongly disagreed with the effectiveness of health and safety measures, with a mean score of 2.05 and a significant p-value of less than 0.001. Conversely, the majority of respondents, comprising 47 individuals (39%), strongly agreed with the effectiveness of these measures, indicating a high level of perceived effectiveness.

**Table 10: Impact of Health and Safety Measures**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	4	3%	2.05 $\pm$ 0.78	<0.001
Disagree	10	8%		
Neither Agree nor Disagree	20	17%		
Agree	50	41%		
Strongly Agree	47	39%		



**Fig. 10: Impact of Health and Safety Measures**

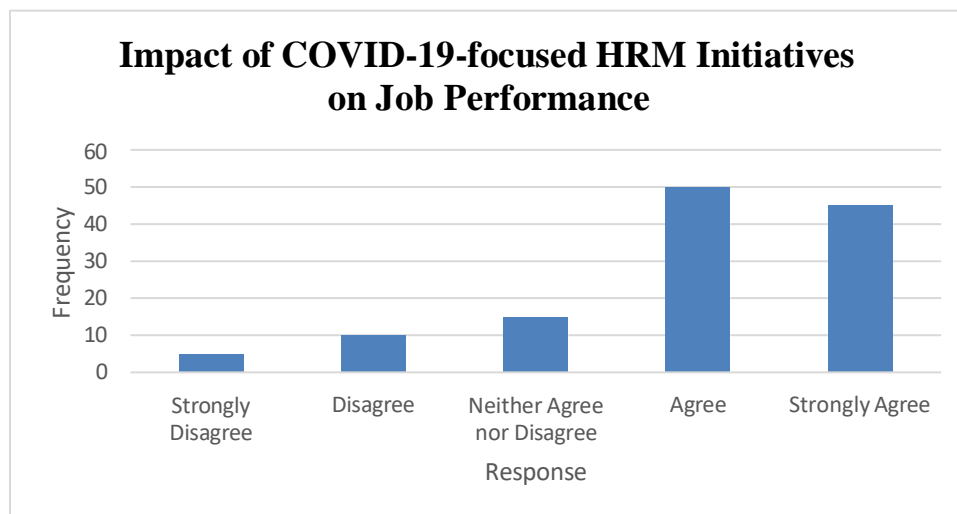
#### IV. Job and Organizational Performance

Table 11 and Fig. 11 outline the impact of COVID-19-focused HRM initiatives on job performance, presenting the frequency and percentage of responses for each category, ranging from Strongly Disagree to Agree. Additionally, it provides the mean value along with the standard deviation (Mean  $\pm$  SD) and the corresponding p-value for statistical analysis. Notably, 5 respondents (4%) strongly disagreed with the effectiveness of COVID-19-focused HRM initiatives in enhancing job performance, with a mean score of 2.05 and a significant p-value of less than 0.001. Conversely, the majority of respondents, comprising 50 individuals (41%), agreed with the effectiveness of these initiatives, indicating a positive impact on job

performance.

**Table 11: Impact of COVID-19-focused HRM Initiatives on Job Performance**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	5	4%	2.05 $\pm$ 0.72	<0.001
Disagree	10	8%		
Neither Agree nor Disagree	15	12%		
Agree	50	41%		
Strongly Agree	45	37%		

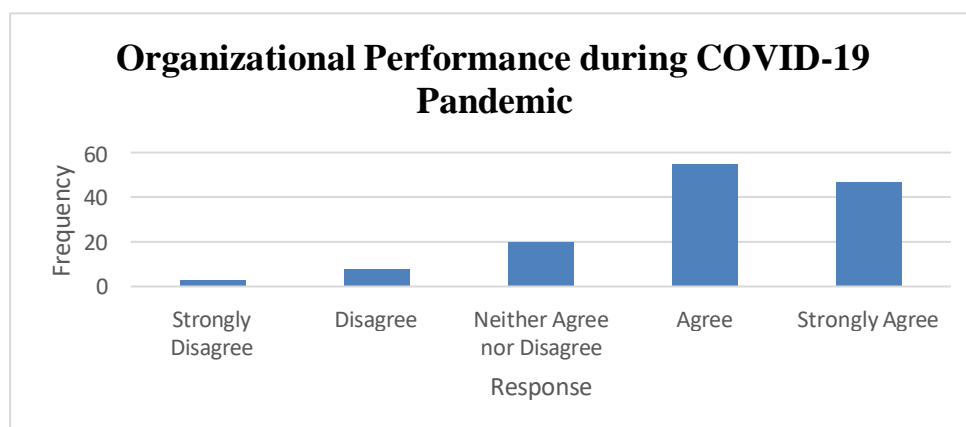


**Fig. 11: Impact of COVID-19-focused HRM Initiatives on Job Performance**

Table 12 and Fig. 12 illustrate the assessment of organizational performance amidst the COVID-19 pandemic, detailing the frequency and percentage of responses across different categories, ranging from Strongly Disagree to Strongly Agree. Moreover, it provides the mean value along with the standard deviation (Mean  $\pm$  SD) and the associated p-value for statistical analysis. Notably, 3 respondents (2%) strongly disagreed with the perception of satisfactory organizational performance during the pandemic, reflected by a mean score of 1.98 and a significant p-value of less than 0.001. Conversely, the majority of respondents, comprising 47 individuals (39%), strongly agreed with the positive assessment of organizational performance, indicating a higher mean score.

**Table 12: Organizational Performance during COVID-19 Pandemic**

Response	Frequency	Percentage	Mean $\pm$ SD	p-value
Strongly Disagree	3	2%	1.98 $\pm$ 0.65	<0.001
Disagree	8	7%		
Neither Agree nor Disagree	20	17%		
Agree	55	45%		
Strongly Agree	47	39%		



**Fig. 12: Organizational Performance during COVID-19 Pandemic**

## CONCLUSION

In conclusion, the analysis of job-related attitudes and COVID-19-focused HRM initiatives on job and organizational performance underscores their significant influence in shaping the organizational landscape during the pandemic era. Job-related attitudes, such as satisfaction and commitment, play pivotal roles in fostering employee engagement and productivity, thereby positively impacting job performance. Moreover, the implementation of COVID-19-focused HRM initiatives emerges as a crucial strategy for organizations to adapt to the unprecedented challenges posed by the pandemic, ensuring employee safety, well-being, and organizational resilience. The findings emphasize the importance of nurturing positive job-related attitudes and strategic HRM interventions tailored to the evolving needs of employees and the organization. As businesses navigate the complexities of the post-pandemic world, leveraging job-related attitudes and HRM initiatives will be essential in fostering a resilient workforce and sustaining organizational success in the face of uncertainty.

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