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MBA DISSERTATION

THE IMPACT OF CORONAVIRUS ON EMPLOYEE BEHAVIOUR WITHIN NOT-FOR- PROFIT ORGANISATIONS: A CASE STUDY OF BRIGHTER FUTURES FOR CHILDREN



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Abstract

This study set out to understand how employees' behaviour were affected by coronavirus, using a not-for-profit organisation as a case study. Over the past year, the world has had to deal with the effects of the coronavirus pandemic as many sectors were severely impacted, especially the business economy. This disruption of the external environment led to many changes in businesses, with organisations having to provide emergent strategies in the spur of the moment to ensure their companies did not severely feel the impact of the pandemic; this also meant ensuring their human resource were adequately catered for. This is because employees are valuable assets within organisations and without them, businesses would cease to exist.

The results showed that employees within the case study were quite satisfied with how their organisation managed the effects of the pandemic on its human resource. This was achieved through the adoption of several strategies such as virtual group meetings, working from home, access to mental health professionals, free personal protective equipment, sanitiser stations around the office, mandatory social distancing for employees who had to work physically in the building amongst others. However, there were certain suggestions like access to more mental health professionals, better reward systems, better functional equipment, reduced work caseloads, appreciation from senior management amongst others. It can be said that if these suggestions are met, employees are likely to have extra motivation which will lead to better work behaviours and increase organisational performance.

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Chapter one: Introduction

1.1: Background of Study

The outbreak of coronavirus brought about instantaneous changes in the business sector. Companies had to increase their speed of decision making to maintain productivity, as well as accelerating the scope and scale of innovation across board. This has also prompted senior leadership teams to embrace technology, reinventing core processes and adopting new collaboration tools to benefit their human resource (De Smet et al, 2020). Business organizations are different in diverse ways; however, a common feature brings them together, and that is the transformation of input into output. This transformative process happens against the backdrop of external influences that can affect the planned activities of the organization. The external environment spoken of can be volatile, unpredictable, and complex; however, it cannot be ignored in the analysis of business activities (Worthington and Britton, 2006). Business environments are usually diverse consisting of various environments such as legal, natural, economic, financial, social, and political environments and they can hinder or facilitate entrepreneurial activities within economies (Ajayi, 2016).

There are different classifications of organizations: for-profit and not-for-profit organizations. Non-profit organizations are usually classified as firms that are not required to pay tax since they exist to serve the interest of the public; some of their interests are usually in educational, scientific, social, religious, or charitable causes (Carroll, 2018). The classification of a business entity as a non-profit lies in its purpose, public support and ownership, and they usually have the elements of a mission that focuses on activities that are advantageous to the society; public ownership in which there is no particular individual who owns shares within and the fact that income does not get distributed to key management but is recycled back into the organization to benefit its mission and activities (Fritz, 2019). On the other hand, profit organizations are companies created with a mandate to generate as much money as possible (Leonard, 2019). Based on the above, this study is being conducted to understand the extent to which (coronavirus) has impacted the business environment in terms of employee behaviour within non-profit establishments.

A study conducted by Raven et al (2018) on how health workers remained motivated during the 2014 Ebola outbreak showed that these workers in Sierra Leone had various coping strategies such as religion, a sense of duty and extra family and friends' support. Others sustained motivation

through pieces of training which boosted their current knowledge, and the provision of required safety job apparatus. Another similar study by Knapake et al (2019) showed that volunteers who supported the Ebola crisis in Guinea were motivated by several factors such as a feeling of patriotic duty, feeling of moral responsibility, using personal skills for the collective good, seeking a career reorientation, amongst other factors. Based on the above, it can therefore be inferred that these individuals had intrinsic motivational instincts in wanting to be there and care for people who needed it; their work showed empathy and kept them motivated despite the grave danger the Ebola virus posed to their lives.

1.1.2. Coronavirus

The latter end of the year 2019 saw the outbreak of several unexplained pneumonia cases in Wuhan, China which was later identified as a novel coronavirus. This virus has spread from China to almost all countries of the world (He et al, 2020). At first, reports hinted that human-human transmission was quite limited however, that myth has been debunked. Outbreaks that have been previously caused by pathogenic human respiratory coronaviruses, this new coronavirus outbreak that causes respiratory diseases is most severe; by the 24th of January 2020, there had been over 800 reported cases, with a death rate of about 3% (Perlman, 2020). According to the World Health Organization (WHO), by October 2020, there had been over 37 million cases of coronavirus and approximately a million deaths had occurred globally. close to half of the cases and mortalities had happened in the Americas with the United States, Brazil and Argentina accounting for the biggest numbers of new cases and deaths. The rapid spread of coronavirus made Baldwin and Weder di Mauro (2020) opine that the outbreak of the virus has led to widespread economic suffering globally as it had the potential of derailing the world economy. Hasanat et al (2020) further add that both public and private sectors have been affected by the virus and this has already impacted nations, economies, and societies profoundly. This piece of research has been provided to further explain the impact of the external environment on businesses and conversely how their human resource has reacted to the dynamic milieu.

1.1.3. Organizational Behaviour

The concept of organization can be explained to be a stable association of people who are involved in similar activities to achieve set objectives (Bittner, 1965). Organisational behaviour can be defined as the study of the structure and management of organizations, their environments, and the actions and interactions of their distinct members and groups; it also covers micro (environment),

meso (groups) and micro (individual) factors (Buchanan and Huczynski, 2020). It can also be defined as a multidisciplinary field of study that analyses the study of formal organisations, how people behave within them as well as important features of the social context that structures every activity that occurs within the organisation (Bratten, 2015).

1.1.4. Employee Behaviour

The backbone of every organisation is its human resource and their commitment, innovative skills, positive attitude and mindsets and behaviours either impact the firm positively or negatively (Rao, 2017). Employees that are satisfied with their jobs and line managers will display positive behaviours that are capable of increasing productivity and innovation (CIPD, 2021). Therefore, employee behaviour can be explained as the way an employee reacts to certain situations that happen in the workplace. It is also important for these employees to behave professionally at their workplaces as this helps them to be appreciated and respected by others; this further promotes a healthy work culture (Juneja, 2021). The current study being conducted would focus on how employees and the behaviours they have displayed since the onset of the coronavirus pandemic and how their organisations have managed it.

1.2. Research Questions

Research thrives on curiosity, not just being open-minded about answers obtained from questions asked, but also being about the questions to be asked. The responses obtained from research can challenge the researcher's current ideals and beliefs hence the point of being open-minded (White, 2017). Whilst research questions are a core factor within theory development, the main criterion for a research question is that it must be researchable, investigable and not too broad (Alvesson and Sandberg, 2013). Being able to state clear research questions is essential to conducting valuable research as this aids the researcher in finding appropriate literature. This helps to pen down specific aims and create hypotheses as well as picking out the best research design for the study (Tully, 2014). Research questions that are properly formulated form the pillars of good research which also is important in revealing mysteries and providing more insight; it also helps to support a focused arguable thesis and construction of a logical argument (Ratan et al, 2019).

This study will try to understand the impact of the coronavirus on the behaviour of employees. The research questions formulated to seek out information include:

- How has coronavirus affected employee behaviour?

- How has coronavirus affected management processes?
- What emergent strategies (national and local) were employed to mitigate the effects of coronavirus on their employees?

1.3. Research Aim and Objectives

The aim of this research is to understand how the current pandemic affecting the world has impacted employees in non-profit organisations. Research has shown that the pandemic has severely affected operations in firms and how there was a decline in their finances. However, this research wants to focus on employees and the behaviours they displayed during the discharge of their duties and if in any way this had effects on their levels of productivity.

To achieve the above, a list of objectives are listed below:

- The first step is to create research questions which has been listed above.
- The next step is to create a web-based questionnaire with appropriate questions derived from the research questions.
- A sample population will be selected, and the questionnaire will be administered to respondents within the case study used for this study.
- After the allotted timeframe, data collected from the respondents will be analyzed according to the research questions and findings discussed.
- Conclusions will be made from the findings and recommendations will follow.

1.4. Rationale for the Study

Before the onset of the coronavirus pandemic, there has been a lot of uncertainty within the business environment. Issues like trade disputes, Brexit, decarbonization amongst others already had heavy effects on several industries. The pandemic however introduced an era of lockdowns, new working systems, changes in existing business norms as well as imbibing new workforce skills (McKinsey, 2021). The reality of the pandemic settling and restructuring norms in every sector has begun to produce its evidence and impact as various nations have documented losses, business closures, mass layoffs and liquidity (Apedo-Amah et al, 2020). A study conducted by Bartik et al (2020) on the impact of coronavirus on small businesses showed that besides from the numerous sackings that took place within organisations, a lot of businesses had to temporarily shut down and/or reduce their human resource which put them in a financially fragile situation.

The non-profit sector has an important role to play in our society as its functions cut across vulnerable aspects of life such as health, education, social service amongst others. In 2020 alone, this sector suffered a funding gap of over £10bn and updated research has shown that there has been more demand and less income. This increased demand further suggests more pressure and competition amongst charities due to the demand and low income (BDO, 2021).

According to Gill (2002), organisational crises alters the stakes and timescale for change and this can cause some level of instability in funding, employee morale and further lead to conflicts with the company's mission statement; so when businesses come face to face with environmental turbulence such as recessions, pandemics, changes in government political control amongst others, leaders within the organisation ensure that they provide available support and garner adequate resources to help ease into the change.

The above information has shown how the pandemic has affected businesses, both profit and non-profit organisations. Currently, available research in this field focuses more on the impact of the pandemic on businesses and how it has created a shortfall of financial resources amongst other lacking resources. This current research wants to delve deeper to understand how these changes have affected the employees within non-profit establishments. The research questions stated above will assist the author in asking appropriate questions that would help in understanding how employees reacted to the changes caused by the pandemic and how the organisation handled it, whether they felt happy with the dynamics. The results obtained can open further areas of research on how non-profits can react when there are unprecedented changes in the external environment as well as things the company can do to ensure their employees are well engaged at their workplaces.

1.5. Research Gap and Contribution

Currently, there is a gap in literature surrounding organisational behaviours in non-profit establishments; there are also few emerging studies on the impact of coronavirus on the business environment and behavioural patterns of employees, this study aims to bridge that gap by adding to the few studies within the subject field. This piece of research focuses on employee behaviours within non-profit establishments and what impact the external environment has on them. Available research in this field focuses more on the effects of the external environment on profit-making businesses. Coronavirus is also an emerging and dynamic field of study, and this study aims to

understand how it has affected behaviours as well as how managerial leads in non-profits have managed its effects. This will further add to the existing literature on organisational behaviour within non-profits and possibly open doors for research in other similarly related subjects. This is important because current research in this field focuses more on for-profit organisations and creating more balanced knowledge will benefit scholars or researchers who are interested in researching within this area of study.

1.6. Outline of Research

This dissertation will be divided into six different chapters according to academic requirements in completing research. Below is the breakdown of the chapters:

Chapter one: This chapter starts with an introduction of what the study will be focusing on and is further divided into lesser segments. These lesser segments share some background information on concepts like coronavirus, organizational behaviour which also explores employee behaviour. It goes further to state some facts about the organisation that will be used for the study and then details the research questions to be further explored. The reason why this research is being conducted follows the research and lastly, the structure of the whole dissertation.

Chapter two: Here, the study analyses various literature linked to the topic and provides detailed critical analysis. Literature on the impact of coronavirus on the economy, how employees behave in their organisations, especially when external factors affect the daily operations of the company. Other areas of literature to be explored would be how non-profits have survived previous epidemics/pandemics and how they managed the resulting impact and how this played out for the organisations in general.

Chapter three: in this chapter, research methods will be discussed generally and the specific methodology to be used will be further highlighted with the sample size stated, and some insight into the case study organization.

Chapter four: Here, the data collected from the case study will be thoroughly examined and findings will be analysed.

Chapter five: In this chapter, the study's findings are discussed in detail to ensure the research objectives have been met.

Chapter six: This is the concluding chapter of the study, and it summarises the findings and outlines possible recommendations. These suggestions can also create an avenue for further areas of research on similar topics.

At the end of the research, a comprehensive list of sources used will be detailed within the references section and this will be followed by a list of appendices that will detail where to find specific illustrations used within the study.

Chapter two: Literature Review

2.1. Introduction

This chapter takes a deeper look into the various elements being studied in this research paper. Concepts like the external environment which impacts every organisation are explored in-depth, also focusing on what other researchers have done; other key concepts like employee behaviour, motivation, performance management are also thoroughly analysed to see how all these factors come together to create a phenomenon worthy to be researched on. It also analyses Maslow's hierarchy of needs and how humans need to achieve several levels of need before achieving individual satisfaction.

2.1.1. The External Environment

Businesses conduct their operations in a dynamic world. This also means that various things within the dynamic environment can impact their operations either positively or negatively. In this situation, these businesses are unable to control the external, factors that affect them, what they can do is react and make decisions that will help them maintain their competitive edges (BBC Bitesize, 2021). The external business environment comprises of many exterior organizations and forces that can be categorised into sub environments: political and legal, demographic, global, technological, economic, social and competitive; and these individual sectors can create a distinct set of challenges and opportunities for businesses (Gitman et al, 2018).

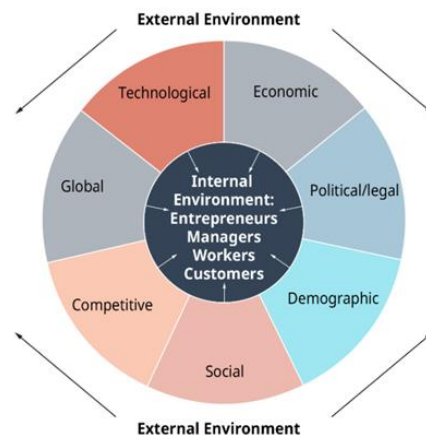


Figure 1. The Dynamic External Environment (Gitman et al, 2018)

In recent years, business enterprises and their environments have evolved in complexity, they are also interconnected and expanding their ties in various locations. This expansion further increases risks and challenges for managers who must know how to adjust to the dynamic environment and speedily changing circumstances (Morrison, 2020). These external influences have varying effects on an organisation and their capacities, strategy and perspectives, and the combination of these interactive factors is what is referred to as the organisation's environment in management (Shtal et al, 2018).

2.1.2. Effects of the External Environment on the Economy

The dynamism of the external environment causes several impacts on the business environment. A study conducted by Mason (2017), organisations who are deemed successful in turbulent environments make use of fast, radical, and disruptive strategies to keep themselves relevant; the strategies employed could be emergent, democratic, organic, and self-organising. Another related study by Ajayi (2016) on the impact of the external business environment on organisational performance within Small and Medium Scale Enterprises showed that the external business environment influences the operations of MSMEs, and there is a relationship between these business enterprises and their immediate business environments. Therefore, a careful study of their external business environment will help them understand available opportunities and threats as well as increase their knowledge and understanding which upgrades their skills. Eventually, this will prepare them to face any unprecedented changes that come their way. Casas and Dambrauskaitė (2011) also argue that there are distinct characteristics that make a business standout such as internationalization, innovation management and entrepreneurship; however, innovation is what helps keep their performance levels up especially with the dynamism of the external environment.

Another study by Ghicajanu (2019) which analysed the factors within the external environment that affect business change processes concluded that having to change or redesign a business is contingent on certain factors such as their immediate environment (competition, customers) and the business being conducted is closely connected and interdependent on its external environment. Therefore, it can be argued that the business's interdependent connection with the external environment also means that whatever changes happen within the external environment can affect the business either positively or negatively. In identifying the role of the external environment on

business angels, Zinecker et al (2021) state that these new firms are not interested in the impact of general macroeconomic circumstances, however, they consider the changing situations within the labour market and public education policies to be hindrances to the development of businesses in their country of research, Czech Republic. Looking at the research on the influence of the business environment on the growth of informal businesses, Struwig et al (2019) state that there is a good relationship between the internal environment and the increase in informal businesses, while there is an obvious negative relationship between the growth of informal business ventures and the external environment. This further implies that the external environment and its unstable nature can pose challenges that not only hinder the growth of the businesses but also affect the execution of business ventures which overall can harm the general economy. Jankovic et al (2016) also add that even though the external environment is erratic, a thorough study of the environment can facilitate the work of managers in handling business challenges.

From the above literature reviewed, it can be said that the external environment often affects businesses which in turn affects the economy at large. Several studies have also suggested that being able to understand the external environment to an extent can help mitigate its impact whenever issues arise, however it can be argued that due to its high dynamism with multiple factors being able to cause a change in an instant can make it difficult to understand what to study in the environment to be prepared. Therefore, it can be recommended that organisations have regular reviews with top management on previous volatile external environmental impacts and learn how successful businesses were able to weather the impacts both at a managerial level and employee level. Information gotten from this can give business leaders an edge on how to handle the dynamism of the external environment whenever problems arise.

2.1.3. The Global Financial Crisis in 2008

Reinhart and Rogoff (2009) state that the Great Depression, also known as the global financial crisis, was a period where some of the greatest financial institutions in the world either collapsed or were nationalised and this affected multiple financial centres globally. Besides this it brought about the fall of international trade (cited in Helleiner, 2011). The crisis started on September 15, 2008, when a Wall Street investment bank filed for bankruptcy, this led to multiple financial institutions shut down or had to receive bailout funds from the government. This further led to the freeze of global credit markets (Taylor, 2009). This crisis had a rippling effect on various economies globally with some still dealing with the effects.

A study was done by Njiforti (2015) on the impact of the crisis on the Nigerian stock market showed that the financial crunch had a significant impact on the Nigerian capital market short and long term. This reflected in the fact that the price of crude oil dropped drastically while money supply also decreased with the credit to the private sector declining; this eventually led to the crash of the stock market which resulted in the loss of valuable assets and investments.

Another study by Ayid and Ayuba (2012) on the impact of the crisis on the Jordanian economy revealed that the crisis heavily impacted food and fuel prices due to the nation's reliance on the importation of food and fuel. However, the banking sector was the least affected and this was because of its limitation on the global market as well as the restructuring the government and central bank of Jordan embarked upon. There was also an increase in the number of unemployed individuals which led to high poverty rates.

The United Kingdom was also severely affected by the financial crisis, and this was because the financial institutions are closely knit to themselves due to government regulations. When the banks noticed they had begun to run short of money to meet their losses, they needed to liquidate some of their assets to meet their immediate needs. This became an issue as all businesses are dependent on finance to function and when the banking sector fails, it affects other sectors of the economy. This led to multiple closures of businesses and over a million people were left without jobs (ESRC, 2021).

2.1.4. Ebola Outbreak of 2014

The below literature will now review how certain businesses reacted when the volatility of the external environment impacted the global economy. In March of 2014, the World Health Organization (WHO) confirmed cases of the Ebola Virus Disease in a rural region in south-eastern Guinea and this signalled the beginning of the Ebola pandemic (CDC, 2021). The Ebola pandemic further spread to nations like Nigeria, Senegal, Liberia, Sierra Leone amongst others. to this end, various government authorities began to regulate human movement through the partial or complete closure of their borders with neighbouring nations. The epidemic further led to a halt within the events industry as public gatherings like conferences, concerts, workshops were put on hold while some got cancelled. Airlines followed suit cancelling flights to severely affected nations while nations began to repatriate their citizens working in several countries of impact back home. The sudden changes that began to happen because of the epidemic spread posed a threat to national

productivity and growth (Adegun, 2014). A similar study conducted by Omoleke et al (2016) further state that aside from the economic shutdown the outbreak of Ebola caused, there were other societal impacts such as the weakening of socio-political systems, rapid use of scarce resources, psychological distress amongst others. Maphanga and Henama (2019) further analyse the impact of the external environment from a more targeted approach, which is the impact of the Ebola virus on the tourism sector. They acknowledged that tourism is a key economic driver in Africa and the epidemic severely affected it. They also argued that the outbreak decreased the competitiveness of destination Africa as a sought-after tourism hub; they also argued that Africa is usually homogenised whenever negative events occur. They called this the neighbourhood impact, where the emergence of the Ebola virus in few African nations was associated with the whole sub-Saharan continent and therefore had its impact on the tourism economies of these nations.

The above literature has shown that the external environment is very unpredictable and can be volatile, causing rippling effects when it strikes. From the global financial crisis of 2008 to the Epidemic of 2014, we can see how these two different events caused significant harm to the economy and it can be further inferred that whatever affects the economy cascades down to various businesses that operate within that economy. Therefore, this study is being conducted, to understand how the coronavirus pandemic has affected organisations and most importantly, their human resource.

2.1.5. The Effects of Coronavirus on the Global Economy

It has been said that the economic impact of coronavirus is quite substantial. Research has shown in times past that even when the health impact of an outbreak seems reduced, the economic impact will still be high. A pandemic like this has led to an increase in public expenditure which is being used to improve the healthcare system so that this is adequate in managing the effects of the pandemic (Koley and Dhole, 2020). A study on the impact of coronavirus on the economy of the United States of America stated that the series of lockdowns initiated by the government of nations had a severe impact on the global economy, employment and the global production and supply chains. They further attributed the forced closure and partial reopening of businesses to approximately a 60% decline in the (Gross Domestic Product) GDP of the USA (Walmsley, 2020). The impact of the pandemic on supply chain networks was further buttressed by Fernandes (2020) as he stated that the chain was severely disrupted by the crisis; global trade was also on the decline as the World Trade Organization predicted a drop of over 30% in global trade. To this end,

Buklemishev (2020) argues that this pandemic will reshape the world and while the new reality is still unknown, organisations and policy makers should begin to plan strategies and put policies in place that will help mitigate the negative effects of the outbreak.

The Office of National Statistics (2020) stated that the UK economy entered a technical recession resulting from the pandemic. The GDP fell to its lowest level at 20.4% in the first quarter of 2020 but rose by 8.7% in June of the same year. A study by Keogh-Brown et al (2020) showed that coronavirus caused a health-related economic burden of over £39bn which is approximately 1.73% of the UK GDP while various strategies put in place to curtail the virus cost the economy over £300bn and the resultant effects of schools and businesses being closed cost about £500bn. The research suggested that the outbreak has caused unplanned economic costs to the UK, however, if alternate measures to mitigate the scale of business and school closures, then the available support may be inadequate to provide long-term suppression of the effects and further lead to a greater health impact through a major recession.

According to Szmigiera (2021), the outbreak of coronavirus became a threat to businesses which meant there would be many economic impacts. The table below shows the composite index which has level ten as its highest warning was increased to a level six in March of 2020 and to seven in April of the same year. While the world is gradually reopening, there is no guarantee that it would be as before; however, businesses have been advised to create contingency plans which will include the separation of essential and non-essential services, with a focus on high-priority areas.

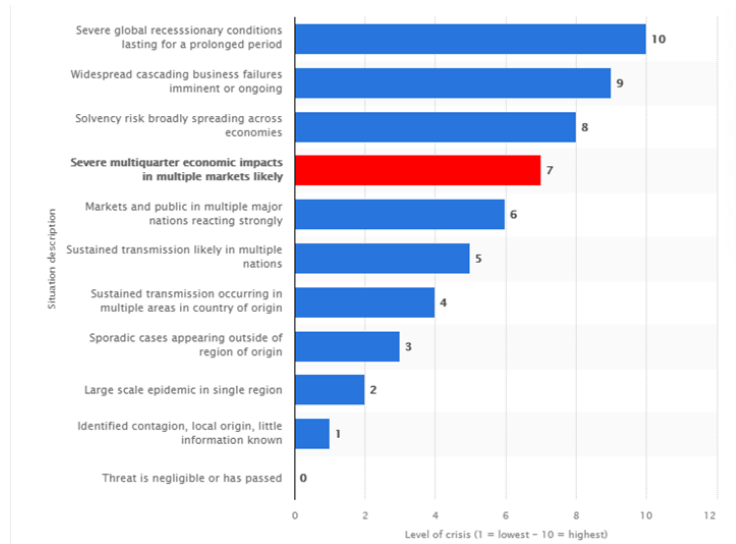


Figure 2. Estimated Global Level of Coronavirus Crisis (Statistica, 2021).

2.2. Performance Management

It has been said that human resources are assets in organisations, however, for the firm to succeed, good performance management is important. Here, employees are aware of their deliverables and to achieve them, they must be managed properly as this motivates them, equip them with the requisite skills, resources, and support (CIPD, 2020). Performance management is important in business organisations as it aids in ensuring employees, resources and systems are properly aligned to achieve strategic objectives (Carpi et al, 2017). It is also important to add that without the proper human resource within a business, their activities would be ineffective as they will be unable to achieve their mission. Therefore, organisations need to make applicable the best system of performance management which would ensure employees are committed to attaining the company's objectives (Osmani and Maliqi, 2012).

Performance management can be further linked to strategic human resource management (SHRM) which is associated with connecting people management and development practices to bring about long-term business outcomes. It also ensures that the different parts of people management synchronise together to push the behaviour and environment needed to create value and meet performance targets (CIPD, 2021). SHRM according to Armstrong (2011) focuses on how business goals plan to be achieved by the available human resource, and this is to be achieved by integrated HR policies, strategies, and practices. Strategic human resource management is guided by some theories, but this study will focus on the resource-based theory; this focuses on the thought

that it is the multitude of resources owned by an organisation, particularly its human resources that produces a distinct character as well as a competitive advantage.

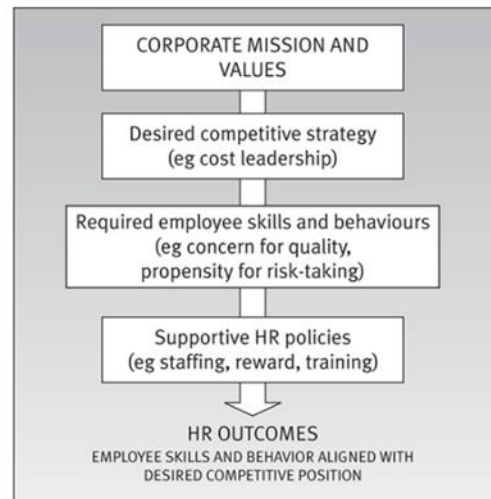


Figure 3. HR Strategies and Competitive Advantage Link (Hutchinson, 2013)

Strategic resources, for example, employees are said to have distinct characteristics. They are said to be valuable, rare, difficult to imitate, and non-substitutable (Edwards, 2018).

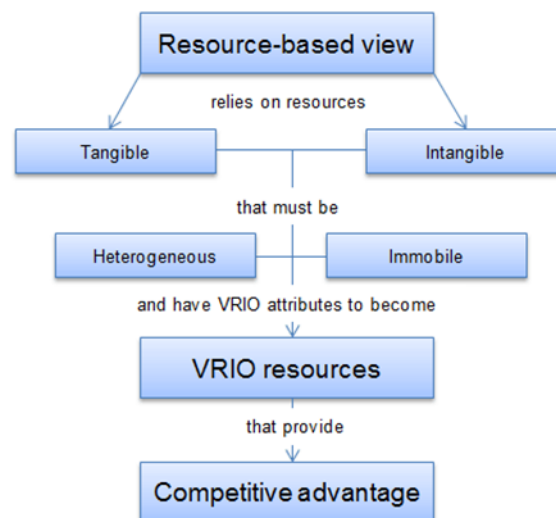


Figure 4. The Resource-based Theory of Strategic Human Resource Management

It can be inferred from the above literature that humans are considered valuable within their working organisations, and this is because they provide a competitive edge with the knowledge and experience, they add to their places of employment. Now the importance of human personnel

within organisations has been established, let's have a look at some literature on employee behaviour and motivation.

2.3. Employee Behaviour

The behaviour of individuals has been analysed by various sciences and psychology sees it as a subject that defines the experiences of people in certain situations. It can also be a function of conditions that exist within organizations (Von Rosenstiel, 2011). Organisations, in a bid to increase employee performance look for ways to change behaviours. Some workers join the company with lots of enthusiasm which begins to drop over time; now these individuals need some sort of motivation to keep their behaviours positive. The employers must understand the root cause of these changes to effect positive change that in turn ensures their human resources improve work performance (Kumari and Pandey, 2011). Therefore, employee behaviour can be described as a series of actions displayed by members of a company that can impact its effectiveness directly or indirectly (Ebert and Griffin, 2019). They further categorise employee behaviour into three categories which are performance behaviours, organizational citizenship, and counterproductive behaviours. Performance behaviours are the set of work behaviours companies expect their employees to adhere to and demonstrate whilst executing their duties; organizational citizenship focuses on the conduct of individuals that contribute positively to a company; counterproductive behaviours are those reduce, instead of increasing organizational performance (Ebert and Griffin, 2015).

In their work, Ashkanasy et al (2014) argue that the physical environment features are what constitutes important workplace variables that can further affect employee behaviour, performance, and wellbeing. It can be said the individuals respond to how they are treated; however, performance does not match up to ideal due to the way people feel they are treated by their companies (Mullins and McLean, 2019). According to Bedarkar and Pandita (2014), organisations are responsible for ensuring employees have some flexibility in making their work exciting, as well as providing an environment that helps them have an engaged work life; this, in turn, empowers the employee to behave in a way that positively impacts the firm's performance. A study conducted by Vveinhardt and Sroka (2021) on things that influence employee behaviour in socially responsible organisations showed that employees are sensitive to leadership and working conditions have a direct impact on their behaviour, which also implies that the conduciveness of a company determines the variety of behaviours displayed by the employee.

Another study by Sattar et al (2015) on the role of human resource practices in employee performance and job satisfaction revealed that training and empowerment of employees increases their work performance better than rewards, however, a combination of these factors can boost employee engagement. It can be said that there is a link between the organisation's brand and employee behaviour. A study by Yousf and Khurshid (2021) on the impact of employer branding on employee commitment confirmed that the organisation where the employee works can improve employee involvement; these businesses also need their workforce to remain motivated while carrying out their duties as this leads to desirable business outcomes. Another study by Mishra et al (2020) stated that employee behaviours are not motivated by standard factors as it's different based on employee and organisational circumstances; however, once these factors are met irrespective of organization, it can strengthen the behaviour of the employee and in turn, enhance productivity within their organisations.

From the above, it can be inferred that employees do not display random behaviours in isolation, as certain indices influence them to act in certain ways. This can be their working environment, work hours, leadership style, organisation they work with, management policies amongst others. While these individuals can behave positively or negatively depending on the situation, some things can be put into place to ensure they behave positively, and these are things that encourage them to be of their best professional behaviour. The academic school of thought calls it motivation.

2.4. Employee Motivation

Motivation can be defined as the innate enthusiasm and passion an individual displays in achieving work-related activities; it is the internal drive that makes the employee act. Several factors such as social, biological, intellectual, emotional can motivate the individual, several external factors can also motivate the person (Heathfield, 2020). Motivation can also mean the level of drive and excitement an employee has in the dispensation of their duties. When employees are motivated, there are likely to be efficient (BBC Bitesize, 2021). Many organizations look for ways to ensure they maintain a healthy relationship with their human resource; however, these employees have diverse needs that are driven by various motivators. While some people are motivated by rewards, others may prefer achievement or job security. It is then paramount that these companies understand what motivates their employees to maximize organizational performance (Lee and

Raschke, 2016). Human resources who are well motivated are major assets to their companies, and while financial rewards are a very important motivator, other variables that can motivate them to include: good communication flows, recognition, having a voice, skilled managers amongst others. once the employees feel they are being treated right, they are likely to give their best at work (Sabir, 2017).

A study on the effect of employees' motivation on organizational performance showed that factors like teamwork, leadership by example, provision of equipment increased employee motivation as well as productivity. Other factors that boosted their motivation was a feeling of belonging, communication, love, achieving goals and overtime pay (Osabiya, 2015). Another related study was done by Varma (2017) on employee motivation and job satisfaction for organizational performance revealed that employees who are motivated have positive outlooks on organizational productivity and performance. Unmotivated employees tend to reduce operational performance for the organization and lack job satisfaction on the part of the employees. Therefore, it can be argued that while employee motivation strategies differ amongst businesses, each firm should ensure that they understand what motivates their employees as this would lead to more productivity and lesser turnover rates. Another study by Akingbola and Van den Berg (2016) on the antecedents, consequences, and contexts of employee engagement within non-profit organisations revealed that certain behavioural outcomes are the results of job and organizational engagement, these behaviours include: job satisfaction, commitment and organizational citizenship behaviours. They suggest that managers should understand the behaviours of their employees as this also helps the human resource department to develop appropriate practices for the organization.

A study on the impact of management control on employee motivation and performance in the public sector by Van del Kolk at al (2018) stated that aspects of management control such as personnel and cultural controls has a positive association with the intrinsic and extrinsic motivation for employees, and this is further linked to good performance within the organization. They concluded by saying that results control has high chances of improving employee motivation and performance. Another study by Esteve and Schuster (2019) on motivating public employees stated that employees within not-for-profit organizations are mainly motivated for other-and-self-interested reasons such as working to help the society, the organization and themselves. It can be argued based on the above that while individuals who work with public sector organisations may

be motivated intrinsically, they also look forward to the financial reward that they receive after the dispensation of their duties; therefore, with every intrinsic motive, there is an extrinsic one supporting it. Another study conducted by Basford and Offermann (2015) on the impact of co-worker relationships on employee motivation showed that positive relationship with team members boost employee motivation. This therefore implies that not only financial rewards motivate people to work, but essential and positive relationships can inspire an individual to be more productive at work.

2.5. Maslow's Hierarchy of Needs

Abraham Maslow, a psychologist created the hierarchy of needs on a pyramid in his 1943 article called the theory of human motivation. The hierarchy comprises six needs that structure human behaviour. The bottom of the pyramid has the basic physiological needs such as food and shelter, which is followed by safety needs like security; then the need for belongingness and love which involves intimate relationships and normal friendships, self-esteem needs like prestige, and the zenith needs like self-actualization (Lussier, 2019).

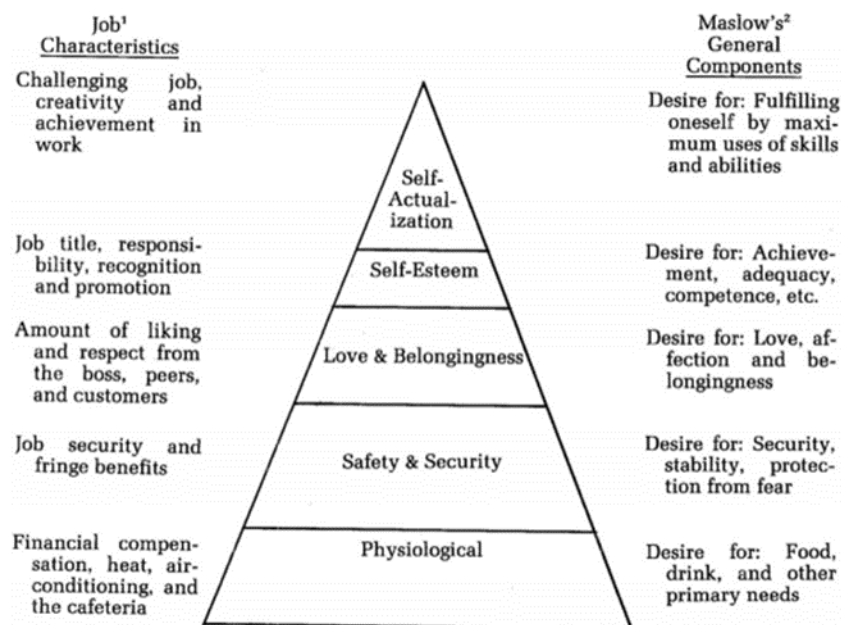


Figure 5. Pyramid of Maslow's Hierarchy of Needs (Luisser, 2019)

This theory suggests that an individual at the start of the career is focused on their physiological needs like a stable income and security needs like rewards, benefits, and a safe work environment. Their priority is survival, and if there is job insecurity or they are not adequately financially

compensated, it will be difficult for the employee to be motivated. Once these needs are satisfied, the next set of needs the individual longs for is his social needs to be met. Here, levels of social interaction will be contingent on their introverted or extroverted nature. Upon satisfaction of the above, the individual will seek even higher needs of self-esteem and self-actualization. While esteem needs focus on how the employee views themselves as well as their desire for respect and recognition, self-actualization means they are now interested in growth and personal development, and this can entail a more challenging role/job or more job autonomy (Tanner, 2020). However, Matthew Lieberman argues against the progression of the pyramid. His argument states that food, shelter, and warmth are not the basis of human needs, instead of, social needs are the most important need for human survival. This was further illustrated by the needs of a baby would be social needs (first belonging to someone who can provide them with the essentials for living). Susan Pinker (cited in Vivienne, 2018) quotes

“If we don’t interact regularly with people face-to-face, the odds are we won’t live as long, remember information as well, or be as happy as we could have been.”

The above literature has shown that motivation is an important factor in organizations as it encourages the employees to put in their best which in turn boosts organizational performance. This information forms the basis on which this study will be conducted. The next chapter will now focus on the methodology to be employed in gathering data that will answer the research questions this study aims to provide answers to.

Chapter three. Research Methodology

3.1. Introduction

Research according to Hampshire education (2021) is a process of systematic enquiry that involves the gathering of information, documentation of important data as well as analysis, all following acceptable methodologies recommended by distinct professional fields and academic disciplines. Some of the reasons why research is done is to assist in the evaluation of certain hypotheses or bringing together a body of substantive knowledge and findings for sharing them, as well as generating more questions for further probing. This chapter seeks to detail the concept of research with a focus on the methodologies that will be used for this study. Other areas that would be explored include the sampling techniques and framework, data sourcing and collection, survey size amongst others.

3.2. Research Methodology and Design

Research is mostly about selecting a specific set of people or things and using them to provide answers to long-standing questions (Wilson, 2014). Research also happens in different forms according to Marczyk (2005) but the two major types are correlational research which is trying to determine if two or more variables are related, and experimental research which focuses on comparing two groups on one outcome measure to test some hypothesis regarding causation. Research is done for many reasons. Some pieces of research are done to respond to questions such as ‘how many’ what is happening’ and ‘who’. Here, the aim is to increase knowledge of the social world. Other types of research are done to explain a social phenomenon as it asks questions like ‘why’ and uses that to try to resolve problems (Chapman et al, 2005).

There is a piece of research by Saunders et al (2012) that proposed the research onion framework. This argues that there are various aspects of research that need to be examined and planned to be able to produce a good research design. The onion is split into three levels of decisions: 1. First two outer rings, i.e., Research philosophy and Research approach; 2. Research design which constitutes (a) methodological choices, (b) research strategy and (c) time horizon; and (3) tactics, i.e., the inner core of the research onion, which includes data collection and analysis aspects (Tengli, 2020).

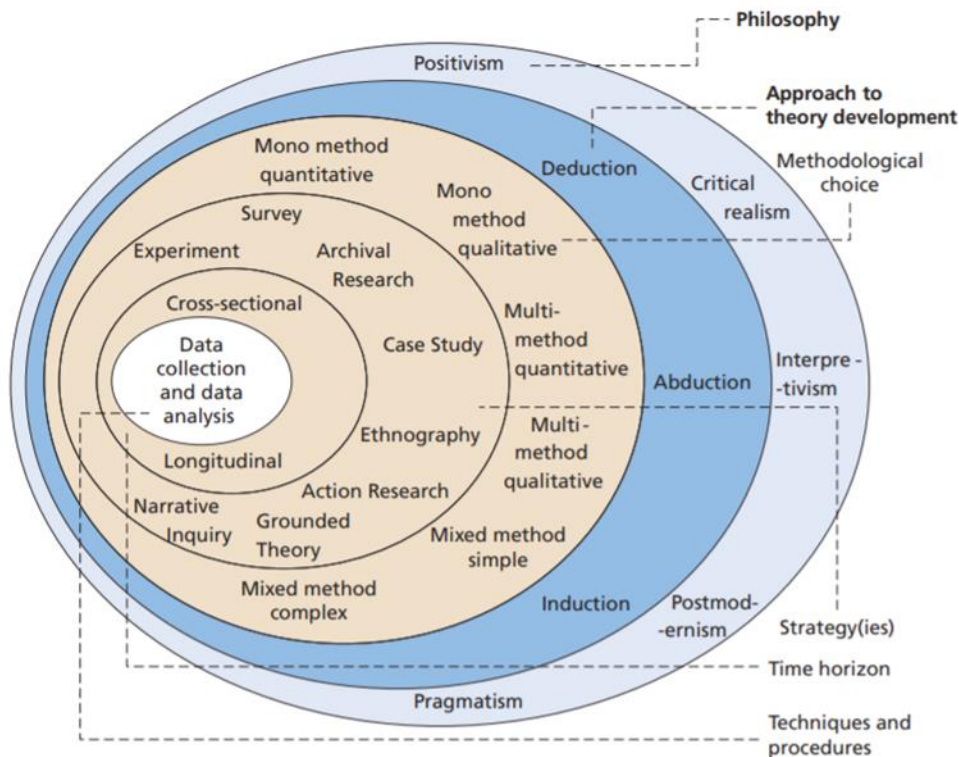


Figure 6. The Research Onion (Saunders et al, 2019)

The research onion by Saunders details the various decision processes a researcher needs to assess in their quest to develop a research methodology (Crossley and Jansen, 2019). Creating a good research methodology begins with the research questions which are followed by the objectives, and then the series of decisions on choice of research philosophy, the research approach, then the research design which includes the research strategy, methodological choices, time horizon and data collection and analysis. All the various layers within the onion are interdependent and interrelated meaning the choice of philosophy impacts the approach which further affects the methodological choice and other related concepts (Tengli, 2020).

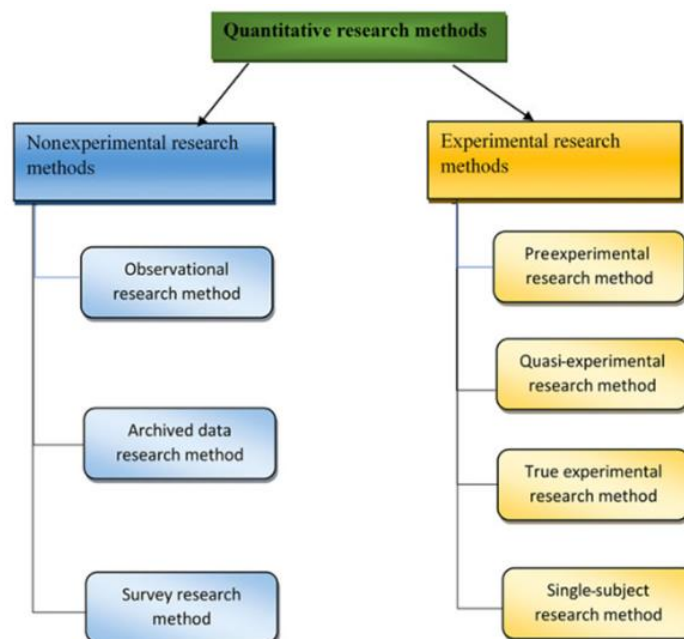
3.3. Research Approach and Strategy

Research studies are grouped based on the methodology used and this helps to notice the various types of analysis different methodologies produce and the research questions they address (Tavistock and Portman, 2021). There are two major methodologies involved in research and these are quantitative and qualitative methods (Walliman, 2011). Quantitative and qualitative methods

are mostly used by researchers from diverse disciplines, however, before any of these methods are deployed, the researcher needs to understand the nature of what is being investigated and afterwards address the question of which is the most appropriate methodology that understands and describes the phenomenon (Park and Park, 2016). Another major research method is the mixed methods methodology. This method focuses on the comprehensive utilization of data obtained from quantitative and qualitative data collection and analysis (Wisdom and Creswell, 2013).

3.3.1. Quantitative Research

Quantitative research focuses on quantifying and analysing variables to obtain certain results. It also involves the utilisation and analysis of numerical data with the use of special statistical techniques to respond to questions like who, what, when, where, how and why (Apuke, 2017). Quantitative research can be used to make predictions, test causal relationships, find patterns and averages, as well as generalise results to wider populations. It is also used within a variety of natural and social sciences like biology, economics, sociology, marketing amongst others (Bhandari, 2020). Quantitative research has some advantages; Bryman (2012) state that since the emphasis with this method is on numbers and data, it can be classed as being scientific, and this further reduces time and effort that the researcher would have used in describing the result.



3.3.2. Qualitative Research

Aspers and Corte (2019) define qualitative research as not only questioning variables but also making new distinctions on the various phenomenon. This is done in tangent with empirical materials, previous research, all in relation to theory. Buseto et al (2020) also define qualitative research as the study of the nature of a phenomenon and this is used to responding to questions of why something is (not) observed, as well as analysing complex multi-component interventions and focusing on the improvement of the intervention. Qualitative research has different approaches such as ethnographic, naturalistic, anthropological, phenomenological, and case study; it is also referred to as the story-telling approach (Hameed, 2020).

“Qualitative research is multimethod in focus, involving an interpretative, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals’ lives” (Denzin and Lincoln [2005](#):2).

In qualitative research, the objective stance is outdated while the researcher is the instrument and the subjects become the participants who can add to the interpretation and analysis of data; it is also said that there are different ways by which researchers in this field test the integrity of their work: credibility, trustworthiness, consistency, and applicability (Denzin and Lincoln, 1998, Leininger, 1994). Hammarberg et al, (2016) argue that using qualitative methods is not an easier option as it involves a difficult theoretical or philosophical framework as very rigorous analyses are conducted without using straightforward mathematical rules. Here, the researchers must show the importance of their analysis and conclusions which can bring out longer research output.



Figure 8. Qualitative Research (Pollfish, 2021)

3.3.3. Mixed-Method Research

Another research methodology is called the mixed-method approach, and it is a combination of both qualitative and quantitative data collection and analysis in one study. On an individual level, each method can provide responses to different questions, so merging both allows for a more in-depth finding (UK Government, 2021). This method also provides more data linkage or integration, and this integration enables the researcher to have a better panoramic view of their research landscape, analysing events from various viewpoints and using different research lenses (Shorten and Smith, 2017). Furthermore, mixed-method research aids in increasing knowledge and validity as it should be of great quality to bring about multiple validities legitimization (Johnson and Christensen, 2017).

Based on the above, the nature of this study, understanding the impact of coronavirus on employee behaviours means the author wants to collect and analyse data on how the pandemic has affected certain management processes, employee behaviour and a look at emergent strategies deployed further points to using the **mixed-method research** as the appropriate methodology.

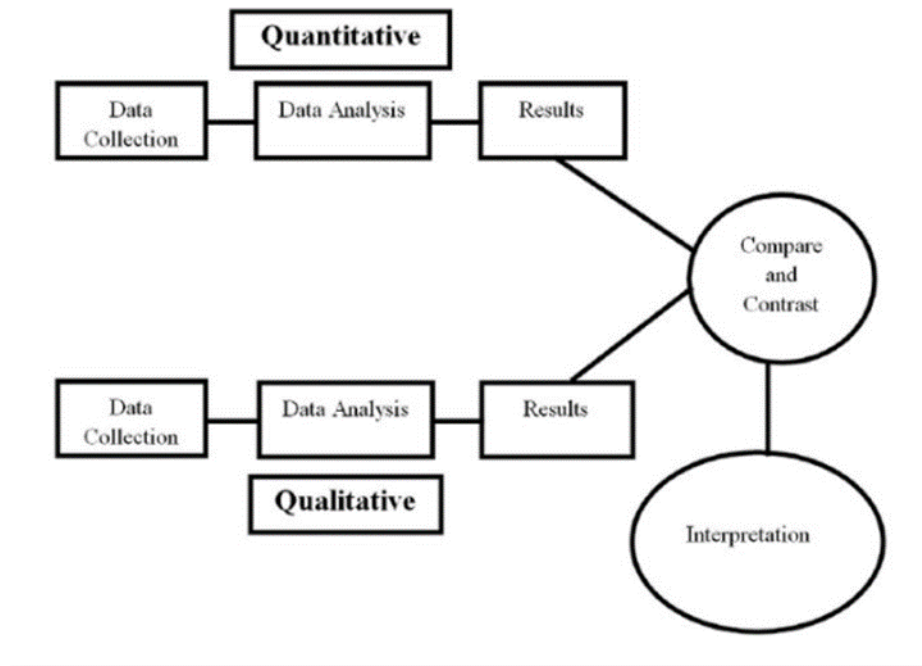


Figure 9. Mixed-Method Research (Opoku and Ahmed, 2013)

3.4. Data Analysis

Different approaches to data analysis are quite important as they provide a theoretical orientation to practice, and there are three major types called inductive, deductive, and abductive approaches, however only inductive and deductive approaches will be explored further. The inductive process focuses on drawing a general conclusion from observations or instances (Hammond, 2016). The observations taken from this type of research identifies patterns amongst variables that can be further generalised from data obtained (Woo et al, 2017). This type of research does not allow the application of theories or hypotheses at the inception of the research and the researcher has the freedom to change the direction of the study even after the process starts. It should also be noted that this style does not limit the researcher from making use of previous theories to create current research questions (Business Research Methodology, 2021).

The deductive approach on the other hand entails generating specific hypotheses about events based on existing practical and theoretical knowledge which is further tested. If the data backs the hypothesis, then the hypothesis can be seen to be valid, and if it does not, this would mean the theory backing the hypothesis is challenged or the limits of the theory have been reached (Hammond, 2016). To put in perspective, if people who work in a particular company have cars,

and if Jane also works with that organization, then logically speaking, Jane also has a car. This further suggests that the conclusion follows logically from the premises (Woo et al, 2017).

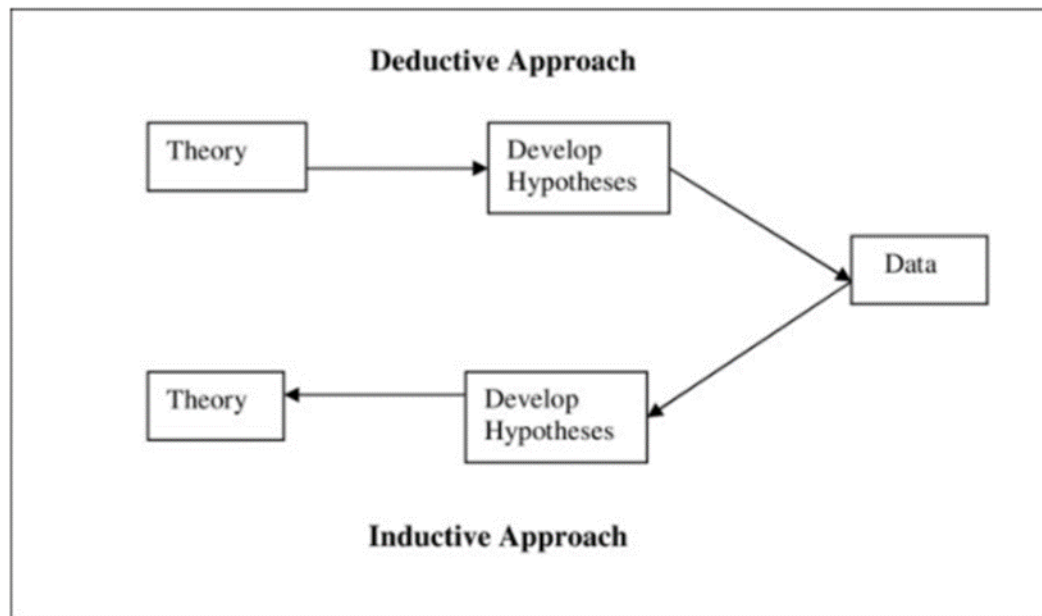


Figure 10. Deductive and Inductive Approaches (Shah, 2015)

Based on the above, it can be said that this current research has adopted an inductive approach as a general conclusion is drawn from the data obtained in the research. The generalisation aims to understand how coronavirus has impacted employees in the dispensation of their duties. The results received can lead to the creation of new theories or hypotheses that will create more opportunities for further research.

3.5. Data Collection and Source

Data are the facts and figures obtained for records or any statistical investigation and there are two main sources of data: primary and secondary. Primary sources of data involve obtaining data first-hand from the recipients while secondary sources focus on previous information assembled from previous research endeavours (Adams et al, 2007). This study makes use of a mixed-method approach for the collation and analysis of data. The primary data collection tool, a web-based survey was used to understand the impact of coronavirus on employee behaviour, and this was responded to by voluntary employees of the case study: Brighter Futures for Children. Google

forms, the web-based survey was used to collect the primary data as it is a more flexible way of reaching out to a variety of respondents, and the pandemic effects have reduced the circulation of paper materials. The online questionnaire consisted of two sections, and this contained appropriate questions that solicited suitable responses to achieve the research objectives. The format of the questionnaire gave the respondents multiple-choice answers with some questions requiring open-ended answers. This enabled the respondents to talk about other answers that were not included in the survey.

3.6. Sampling

When research is being carried out on a group of people, it's difficult to collect data from all the group members, a sample is mostly used. The sample here are the main individuals that partake in the research. Sampling can be further divided into two methods: probability sampling which uses random selection, further enabling the researcher to make firm statistical inferences about the whole group; nonprobability sampling which involves non-random selections based on varying criteria such as convenience, this usually allows for the seamless collection of data (McCombes, 2019).

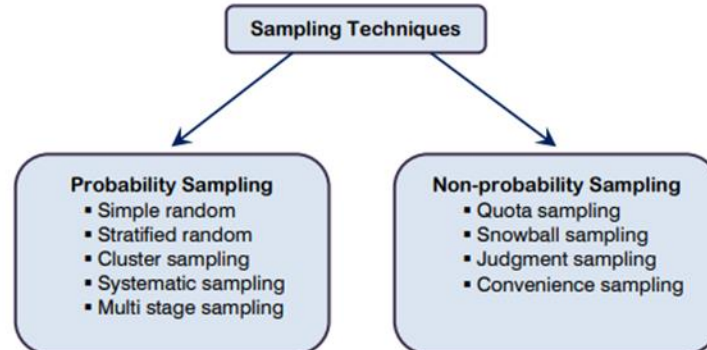


Figure 11. Fig.11. Sampling Techniques (Taherdoost, 2016)

The method of sampling that the researcher used for this study is probability simple random sampling. This, according to (Economic Times, 2021) is a sampling technique that avails every member of the subset an equal opportunity of being chosen as part of the sampling process. This technique helps provide more randomised results from a larger pool, and the sample size should be representative of the whole population (Qualtrics, 2021). The sample size can be explained as the number of filled responses a survey obtains. It's a sample as it's representative of a part of the

whole target population whose opinions the researcher needs (Survey Monkey, 2021). Before the sample size is decided, the population size, margin of error and confidence level need to be analysed (Qualtrics, 2021).

3.7. Case Study: Brighter Futures for Children

Brighter Futures for Children (BFfC), a not-for-profit organization is owned by Reading Borough Council, however, they run independently. This organization is responsible for delivering children services such as social care, early help and prevention, educational services, fostering and adoption, youth offending service and traded services with schools. They are in Reading and were incorporated in 2018. BFfC works with local partners within the community as well as important organizations like the police, public health, charities, and other voluntary groups. The major purpose of this organization is to safeguard and improve the lives of children based in Reading, and they also proffer long-term solutions to families to ensure their children lead happy, healthy and successful lives (BFfC, 2021). The organisation comprises of over 500 members of staff split across various services such as children's social care, access and assessment, family intervention, quality, and assurance, fostering, education, IT and data performance, amongst others (BFfC, 2021). The sample population used was 71, out of which 51 employees provided responses.

3.7.1. Company Values

The organization is guided by certain beliefs below:

- Honesty – Being open about how the organization operates.
- Creative – Exploring available options and not bound by norms.
- Caring – Decisions reached are made in the best interest of children.
- Quality-driven – Effective, efficient, and professional.
- Respectful – Valuing diversity and being understanding of perspectives, behaviours and needs of employees and partners.
- Responsible – Fostering partnerships where needed and being mindful of their duty to manage limited resources prudently (BFfC, 2021).



Figure 12. Company Values of Brighter Futures for Children (BfC, 2021).

Chapter four: Data Analysis and findings

4.1. Introduction

This chapter intends to analyse the primary data obtained through the web-based survey. It further presents the findings and discusses the various results. A mixed-method approach was the preferred research method employed for this study and a total of 51 responses was received from the targeted 71 potential respondents. This represents approximately a 72% response rate for the survey. The responses obtained from the online survey will be further analysed using the SPSS software. The analysis will be based on the three research questions listed at the beginning of this study. The outset of this study will examine the demographics of respondents, and this will be followed by the findings and analysis of data which will also be compared with other studies around this subject matter. Various tables and diagrams have also been utilised to facilitate easy reader-friendly writing. Data analysed in this chapter will facilitate the discussion which will be presented in the final chapter.

4.2. Respondents' Demographics

The web-based questionnaire was administered to 71 respondents selected from various departments within the case study used and 51 responses were received within a week. Below is the breakdown of the respondents according to gender, age group, level of education and length of stay at the organisation.

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	38	74.5	74.5	74.5
	Male	13	25.5	25.5	100.0
	Total	51	100.0	100.0	

Table 1. Gender Demographics

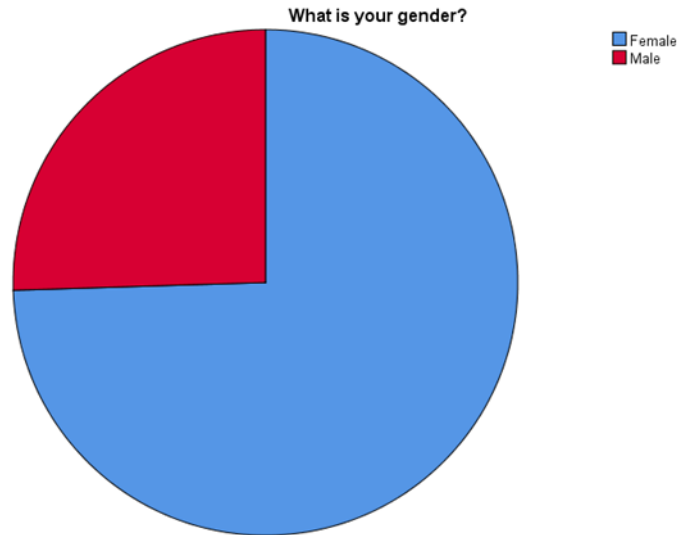


Figure 13. Gender Demographics chart

The above data shows that out of the 51 respondents, a higher percentage of them (75%) are female. This further alludes to the fact that about 84% of individuals who work within the health and social care sector in the UK are females and this has been the case since 2012. Professor Green from the department of health further suggested that the UK government needs to find a systematic solution to this and one of the ways this can be done is by ensuring school curriculums understand that working within health and social care is for both genders and there should be a conscious effort to reach out to men to take up more roles within this sector (Day, 2015). An argument as to why there is a major gender imbalance within the social work sector states that there is a strong feminist agenda which has combined with the ideology that working within this sector feels inferior to other white-collar jobs and this may be the reason why men are not attracted to pursuing a career (Turner, 2016). The author however argues that the reason why there is a major gender imbalance within the social care sector is that social care focuses on ensuring the family unit is upheld in every given circumstance; females are also attributed to ensuring the family unit is united and the intrinsic nature of females is to care and nurture. All these factors come together in understanding why females are dominant within this sector.

4.2.1. Age Group

The next demography to be analysed is the age group of the respondents. The dominant age groups are those between the ages of 18-30 and 50 upwards. This presents a cumulative of 55% which can further imply that there is a balanced number of young and older members of staff. A 2015 report from the CIPD states that the UK ageing workforce (people who are 50 and above in employment) averages about 30% of the workforce population and there is a possibility that once these people decide to retire, they leave with their wealth of experience.

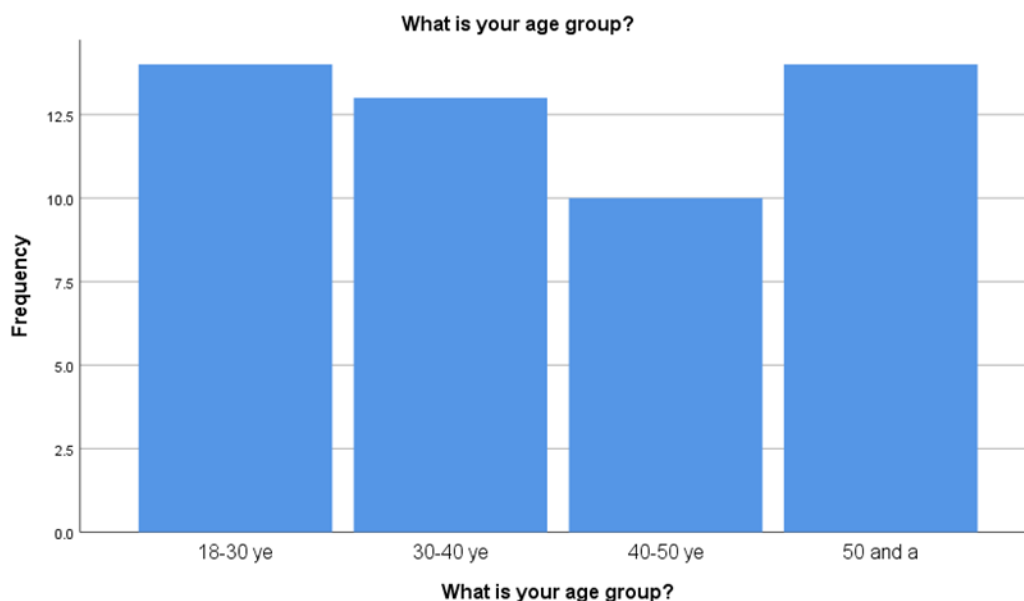


Figure 14. Age Group Chart

A study on the relevance of age within the social care sector by Lipman et al (2018) suggests that age is an important factor within the social care sector. This is because life experiences are valuable qualities care workers bring to their roles, and older workers usually have this experience. Sometimes, older colleagues feel their younger counterparts are less reliable until they prove themselves, but some managers can identify enthusiasm and ability to accommodate change amongst the younger members of staff. Therefore, the above data further suggests that there is a high influx of younger people into the care sector, and it is suggested that training sessions be organised for the older colleagues to use their gained experiences in educating the younger workforce so that when they leave, the dearth of knowledge and experience will be minimal.

4.2.2. Level of Education

The data collected showed that a good percentage of respondents are high degree holders. 64.7% have either a bachelors or postgraduate degree, leaving the remaining 35.3% with other certifications. This is very important in the social care sector because before the position of a social worker is conferred on an individual, they need to have a degree in social work before they are licensed to practice (BASW, 2021).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	23	45.1	45.1	45.1
	High sch	6	11.8	11.8	56.9
	L3 Busin	1	2.0	2.0	58.8
	Less tha	1	2.0	2.0	60.8
	Postgrad	10	19.6	19.6	80.4
	Some col	10	19.6	19.6	100.0
	Total	51	100.0	100.0	

Table 2. Education Level

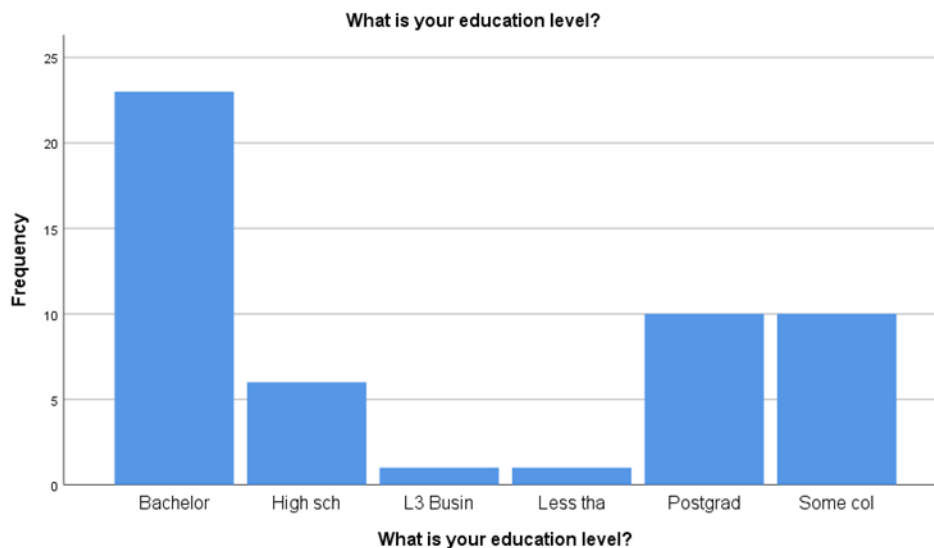


Figure 15. Educational Level Chart

It can also be inferred that those with other certifications are various types of support members of staff who are needed to ease the workload associated with this sector. This can further be backed up by a report from the KingsFund (2021) which states that while the NHS has a workforce of approximately 1.4 million people, social care workforce is about 1.6 million people. 74% of the social care workforce provide direct care whilst the remaining have varying roles such as managerial and supervisory jobs and professional jobs like social workers, occupational therapists amongst others. Around 200,000 jobs fall under administrative and ancillary jobs.

4.2.3. Duration of Time

Data collected from the respondents showed that a low percentage for those who have spent up to 10 years and more in service with an average of 17.6%. This suggests that there may be a high turnover rate not only in this organisation but generally within the social care sector. According to Taylor (2020), one of the challenges the social care sector is plagued with is the massive levels of staff turnover as the rates are as high as 31%.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 year	22	43.1	43.1	43.1
	10 years	5	9.8	9.8	52.9
	4-6 year	12	23.5	23.5	76.5
	7-10 yea	4	7.8	7.8	84.3
	Less tha	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

Table 3. How long have you been at Brighter Futures for Children?

Howden (2021) states some reasons behind the high turnover rate as about 40% of new entrants in the sector are below 25 years. This further means that these individuals might be passing time with jobs in this sector when they have gaps between their education, or they may decide to change careers seeing how demanding social care is. Care England (2020) further reported that these individuals who leave their jobs don't necessarily leave the sector as some other times, they move to other roles or organisations within the same sector.

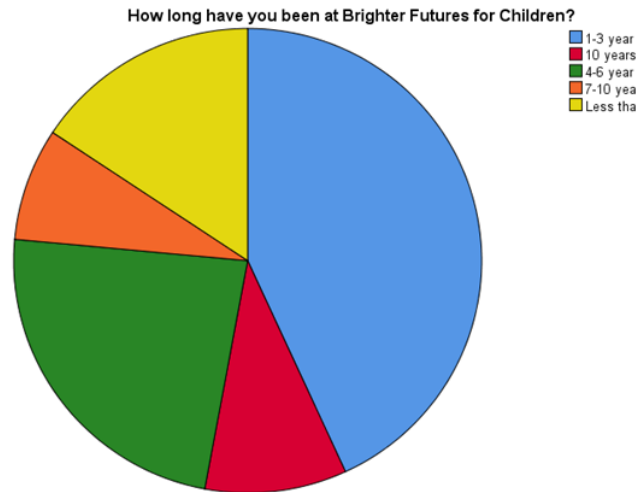


Figure 16. Length of stay at Brighter Futures for Children

Vadean and Saloniki (2020) in their study of the causes of high turnover rates within the social care sector stated that the turnover rates are related to factors that are beyond control, however, measures like employing members of staff on permanent hours can be the game-changer in ensuring these workers have a healthy and safe work environment which in turn can influence their decision to remain within their organisations.

4.3. The impact of coronavirus on management processes within BFFC

This study aims to understand how coronavirus has impacted employee behaviours in not-for-profit organisations. To this end, various questions asked within the web-based survey will reveal the attitude of employees. The first research question to be analysed is how coronavirus affected management processes. Guru (2021) explains management process as a defined system of setting, planning, and controlling the execution of an action to achieve a company's objectives. To this end, a series of questions were asked and below is the data obtained.

4.3.1. New Management Policies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.0	2.0	2.0
	Strongly agree	14	27.5	27.5	29.4
	Agree	28	54.9	54.9	84.3
	Neutr	6	11.8	11.8	96.1
	Stron	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

Table 4. Please with new management policies

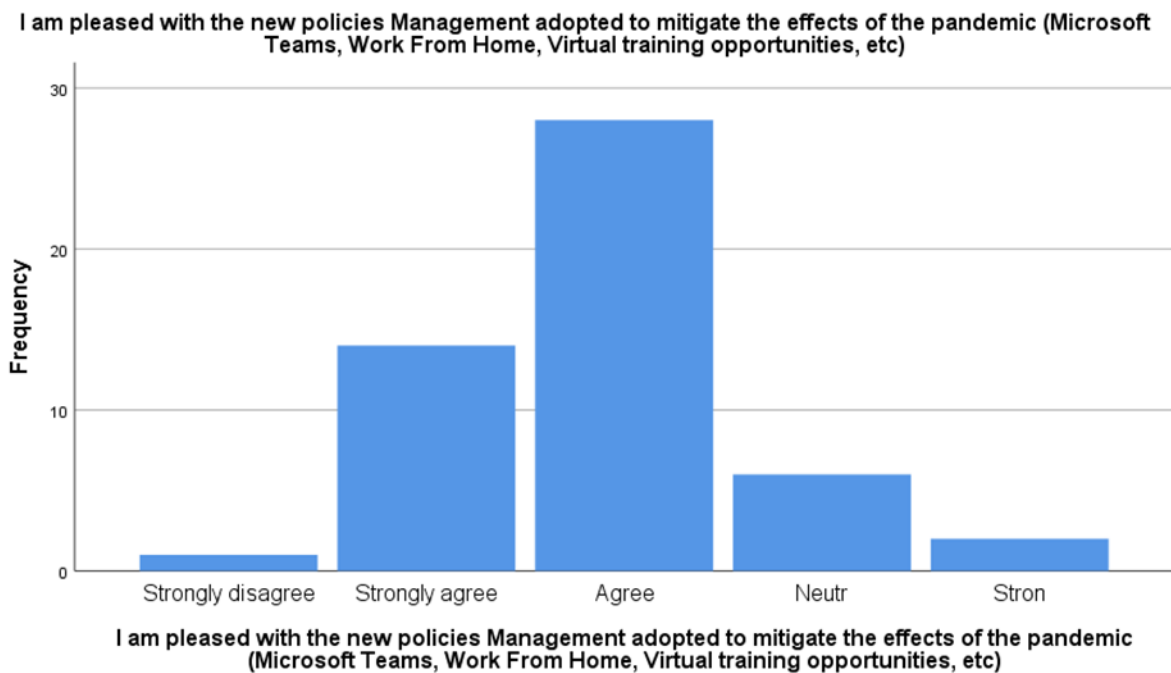


Figure 17. Management Policies Chart

The data above shows that about 82% of the employees were pleased with the new policies that management implemented, while 5.9% were not pleased and about 11% had an indifferent stand. It can be further inferred that a vast majority of employees were satisfied with the changes that happened within management processes to ensure people felt safe in the dispensation of their

duties. This leads us to a concept called organisational agility which is defined by De Smet (2015) as the ability of a company to reinvent, adapt and succeed in a constantly ambiguous and turbulent environment. Varughese (2020) also states that this agility is greatly appreciated within the corporate sector and opines that a company needs to be sensitive to its environment as well as being open to instantaneous changes. From the above, it can be concluded based on the results from the data that this organisation exhibited agility during the outbreak of coronavirus by implementing changes that pleased the workforce; and these changes may have increased motivation for people to work better, causing them to behave positively towards the organisation.

4.3.2. Health and Safety Requirements

Another parameter used to explore the above-mentioned research question is understanding how the employees felt about the health and safety requirements provided by BFFC. Below is the response from the data collected.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	56.9	56.9	56.9
	Disagree	2	3.9	3.9	60.8
	Neutral	6	11.8	11.8	72.5
	Strongly agree	12	23.5	23.5	96.1
	Strongly disagree	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

Table 5. Pleased with new HSE measures implemented

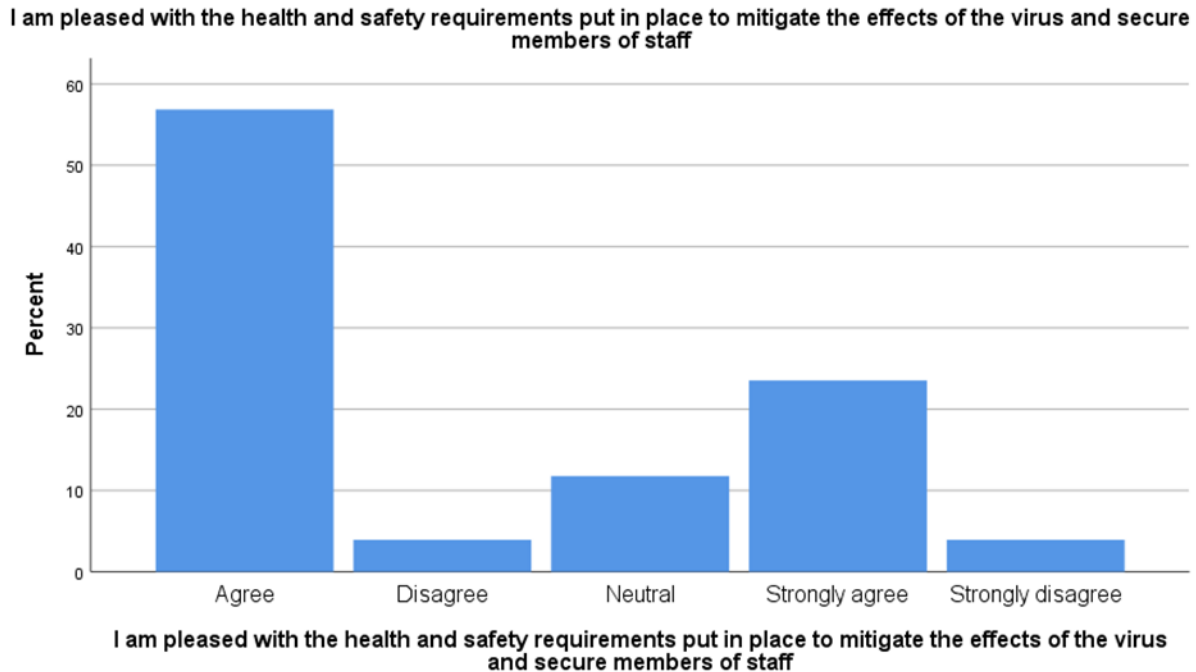


Figure 18. Health and Safety Requirements Chart

From the above, it can be observed that 41 out of the 51 respondents agreed that were satisfied with the various safety parameters put in place by BFFC. This figure represents 80% of the respondents which further implies that a large majority were content with how the organization sought to ensure everyone was safe. Some of these measures included providing personal protective equipment (PPE), sanitisers, ensuring employees who had to work physically from the office did lateral flow tests before and after accessing the building, amongst other measures. Suff (2021) states that organizations must care for the health and safety of their employees as well as providing a safe environment for work, including those who work remotely.

4.3.3. Management

Team management can be defined as an organization's ability to guide a set of people in achieving a common goal. It's also about supporting and maintaining constant communication with team members to enhance their performance levels as they journey in their careers to become professionals (Indeed, 2021). To be able to lead a team effectively, the leader must build their leadership with their team members, and effective leaders use trust and loyalty as a foundation for

their relationships (Berkeley HR, 2021). This leads us to discuss data that displays how employees felt about the leadership of their team manager.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	1	2.0	2.0	2.0
3	6	11.8	11.8	13.7
4	18	35.3	35.3	49.0
5	26	51.0	51.0	100.0
Total	51	100.0	100.0	

Table 6. Pleased with team management

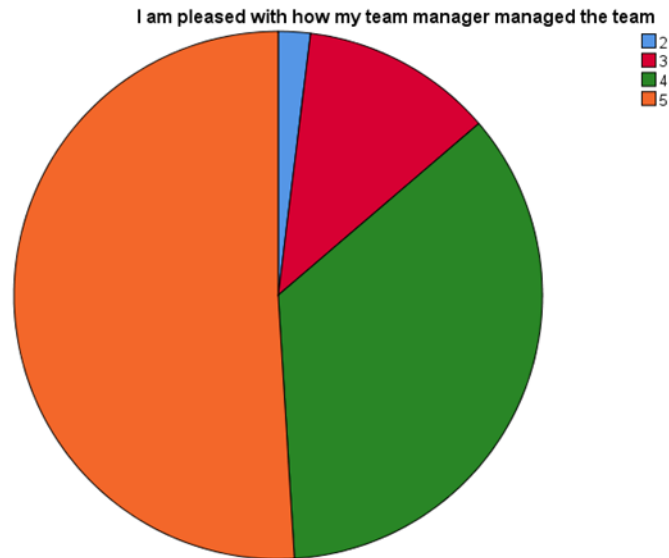


Figure 19. Pleased with team management Chart

A linear scale was used to measure the level of satisfaction ranging from the least level of satisfaction (1) to the greatest level (5) the employees felt from the way their team leads handled their teams. About 51% were extremely pleased while 18% were somewhat pleased. The data also reveals that no one was completely upset with their team managers and their leadership styles. Even though there are various leadership styles, transformational leaders believe in their followers, and this allows the subordinates to carry out their duties significantly and this is tantamount to increased efficiency and job satisfaction (Gadirajurrett et al, 2018).

4.3.4. Employee Feedback

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	43.1	43.1	43.1
	Disagree	2	3.9	3.9	47.1
	Neutral	23	45.1	45.1	92.2
	Strongly agree	3	5.9	5.9	98.0
	Strongly disagree	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

Table 7. Able to provide feedback to team lead

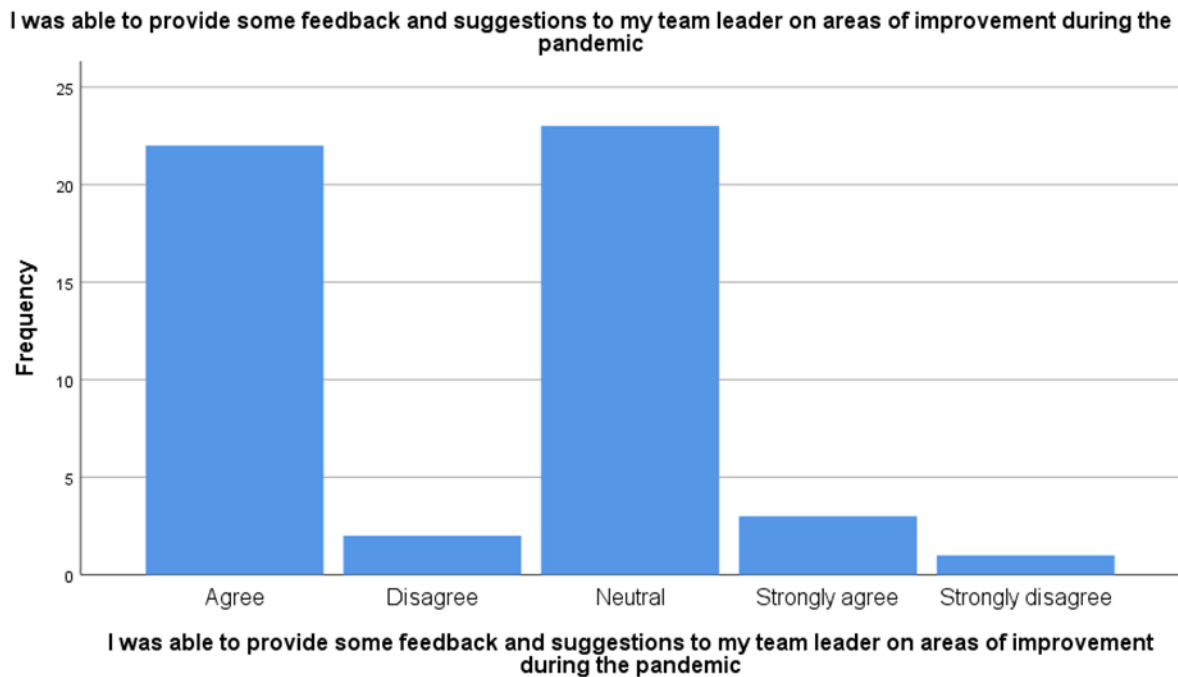


Figure 20. Employee Feedback Chart

The data above reveals that about 45% of the respondents had neutral responses regarding the opportunity to provide feedback. This can either mean they did not feel the necessity to share any feedback, or their managers did not provide a conducive environment for feedback to be received. Beck and Harter (2015) state that good managers find ways to engage their teams to bring about

great performance, and they are also saddled with the task of ensuring work environments are fully engaged which leads to the right levels of productivity. The other part of the data shows that 43.1% of respondents agreed that they were able to provide feedback to their managers. This alludes to Himelstein (2018) statement that positive communication encourages positive feedback loops, as these are important in reciprocal relationships. These positive feedback loops are about giving people feedback without the fear of revenge, and this gives a chance to improve expectations. Based on the data above, it can be argued that those who were keen on providing feedback proceeded with it and others may have felt reluctant because they felt they would not have been listened to.

4.3.5. Employee Appreciation

The next set of data to be analyzed is if employees felt appreciated for their efforts and 94% of them responded in the affirmative. Employee appreciation focuses on acknowledging the inherent value of a human. Managers need to show appreciation to their team members as research has proven that employees who are appreciated for their efforts tend to remain longer in the organization (Robbins, 2019). This can also imply that employees who receive appreciation tend to feel pleased and satisfied and in more effort into their jobs. This further enhances their behaviour towards their employers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybe	1	2.0	2.0	2.0
	No	2	3.9	3.9	5.9
	Yes	48	94.1	94.1	100.0
	Total	51	100.0	100.0	

Table 8. Appreciated by team manager

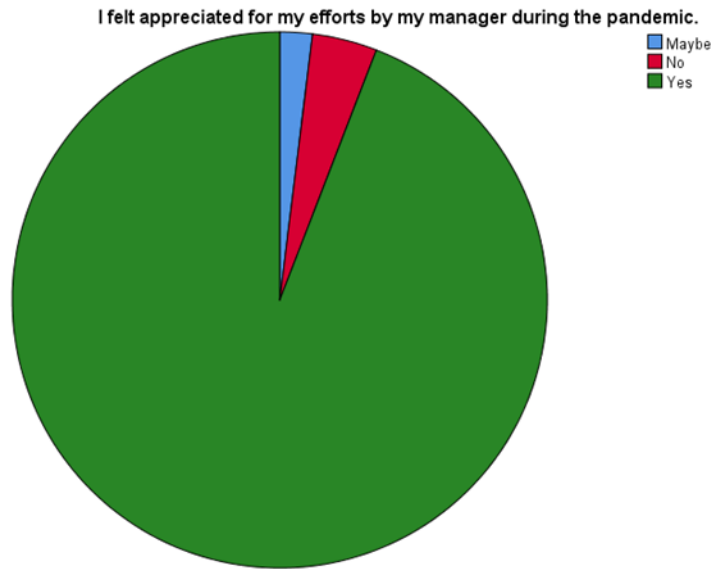


Figure 21. Employee Appreciation by team manager Chart

However, the data collected also revealed that while a few employees were grateful for being appreciated, some particularly would have preferred to be appreciated by the senior management. Some respondents included comments like *'by my team managers but not senior managers'*, *'Yes, by the previous Manager'*, *'Direct manager -yes, Senior managers- no'*. The author argues that employees would prefer appreciation from top management rather than their line managers as this gives them a sense of belonging in their organization as well as the fact that the senior management team is aware of difficulties brought about by the pandemic and lending a voice of appreciation could boost employee morale.

4.4. The impact of coronavirus on employee behaviour

The second research question to be discussed is how the coronavirus pandemic affected employee behaviour. From the above, we saw that several measures were implemented by management to mitigate the effects of the pandemic on the employees. Now the study has proceeded to analyze some data to understand if and how work behaviours were affected. Hitka et al (2021) state that the pandemic has had an undesirable impact on various aspects of human life globally and the business environment is not left out as employees have struggled to remain motivated amidst external occurrences.

4.4.1. Excited to Work

Employees were asked if they were excited to start work and below is the data collected to this effect.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	4	7.8	7.8	9.8
	Neutral	21	41.2	41.2	51.0
	Agree	21	41.2	41.2	92.2
	Strongly Agree	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

Table 9. Excited to start work daily

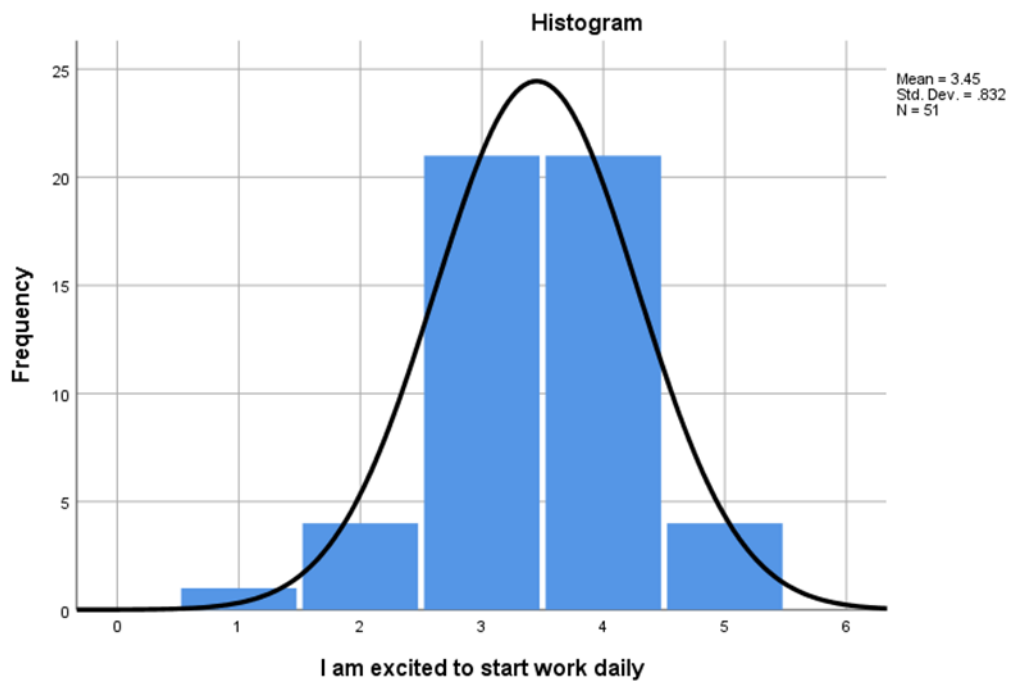


Figure 22. Excited to Work Chart

The above data suggests that an equal percentage of employees were happy to resume their duties daily as well as those who were (41.2%). This could mean two things: some employees retained their motivation in the dispensation of their duties whilst some lost it, and this could be attributed to the pandemic. It can be argued that the outbreak caused emotional strain on individuals generally as some people were uncertain of the future or may have had loved ones who were affected – these factors would have impacted the enthusiasm levels of the employees and this, in turn, may have cascaded down to them having borderline thoughts, not only about work but also about life. This in turn would impact their work behaviours. The above argument can also be in favour of the employees who were not excited to begin work daily.

4.4.2. Team Involvement

The next set of data to be analyzed is the level of involvement from employees in their teams. The table below shows that out of the 51 respondents, 11 feel fully involved in their teams while 24 agree to be involved. This means 35 employees believe they are wholly involved which also amounts to 68.7% of the total respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	7.8	7.8	7.8
	Neutral	12	23.5	23.5	31.4
	Agree	24	47.1	47.1	78.4
	Strongly Agree	11	21.6	21.6	100.0
	Total	51	100.0	100.0	

Table 10. Completely involved in team

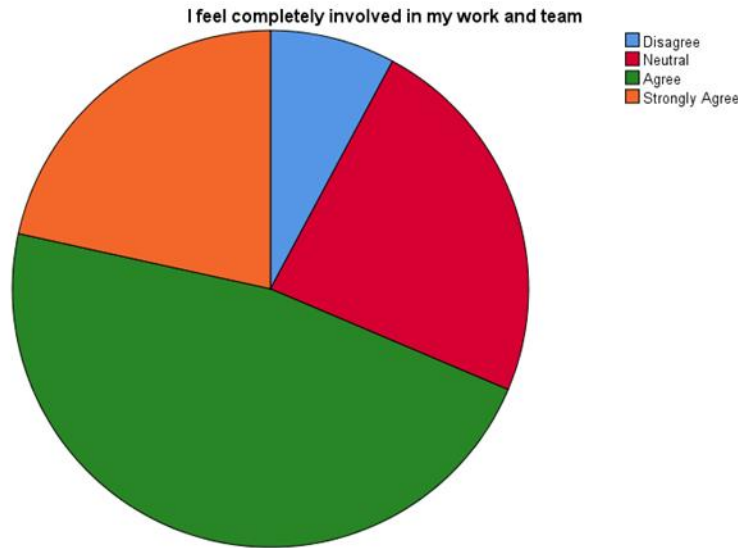


Figure 23. Team Involvement Chart

Employee involvement which is also known as employee participation and participative management can be defined as an enabling environment where individuals have an impact on decisions and actions that pertain to their jobs; it is also about how employees are allowed to participate in the improvement and continuous success of their companies (Heathfield, 2019). This can further be argued that employees who feel involved in their jobs are more likely to display positive behaviours at work than those who do not.

4.4.3. Inspired to Help Colleagues

The next set of data to be analyzed will help the study understand if employees are motivated enough to help their colleagues. Being able to be a team player is essential in attaining growth and success; and the individual skill set of people is essential to achieving organizational goals (Wehbe, 2017).

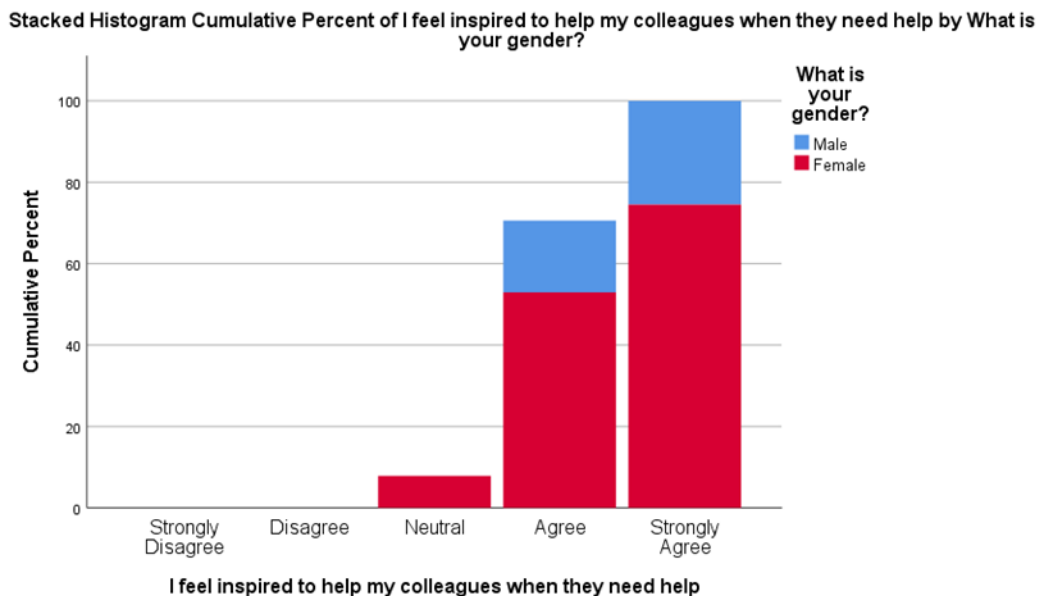


Figure 24. Inspired to help Others Chart

The data above has revealed that over 70% of females are happy to be team players. This is also indicative of the gender imbalance present in the social care sector spoken about at the beginning of this chapter. The data also shows that employees are happy to be team players as no one opted for the disagree options. A study conducted by Hoogendoorn et al (2013) stated that teams with a bigger number of females tend to perform better by building better relationships and creating good work processes. Another study by Cullinan (2018) revealed that women prefer to be involved with tasks that promote collaborative efforts at work. Therefore, it can be argued that females are happy to be team players as it aids in fostering work relationships, and this can have a positive impact on work behaviours.

4.4.4. Organisation Support

An organization providing the necessary support needed to its employees is essential in building work relationships and improving employee behaviour. The data below presents the respondents' thoughts on being supported by BFFC during the pandemic.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	5	9.8	9.8	11.8
	Neutral	10	19.6	19.6	31.4
	Agree	28	54.9	54.9	86.3
	Strongly Agree	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

Table 11. Adequately supported by the organisation

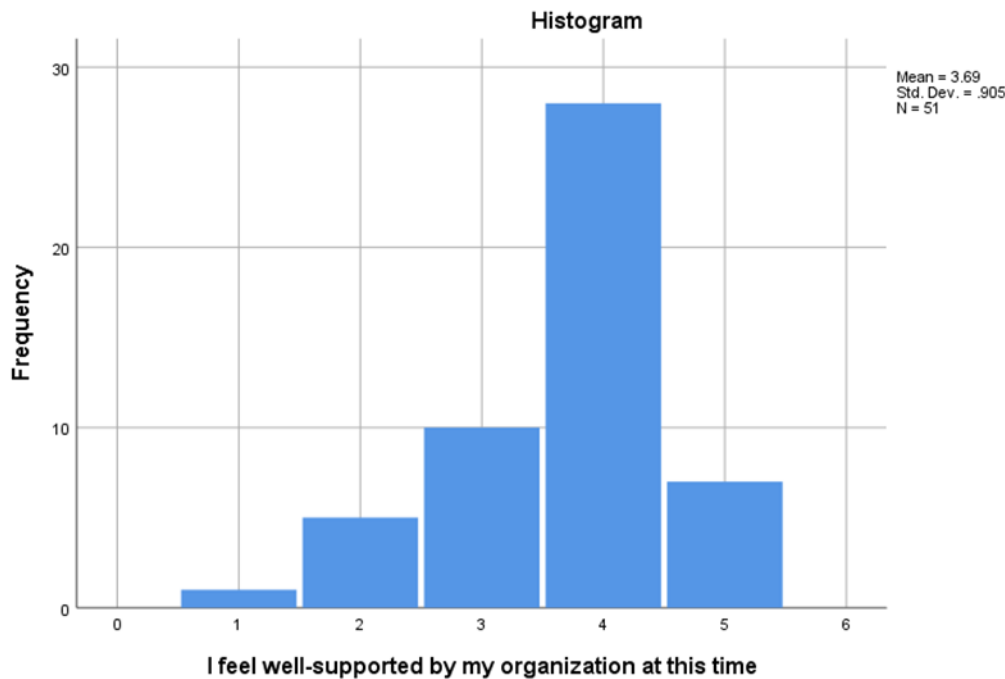


Figure 25. Organization Support Chart

Using a scale of strongly disagree (1) to strongly agree (5), the data shows that over 54% of the respondents agree to being supported by BFFC, and a cumulative percentage of about 68% of employees who are satisfied with the level of support received from the company. It can be said that organizations who are supportive ensure their work environment provides the psychological conditions which promote employee health, safety, and well-being. With this, employees tend to

be more engaged and empowered which makes them perform with their best behaviours. This generally improves the overall performance of the organization (TWM, 2021).

4.4.5. Employee Safety

Respondents were asked what measures BFFC could put in place to ensure they feel safe and protected when they are required to work from the office and responses have been grouped into two broad categories: safety procedures such as ensuring only fully vaccinated employees are allowed into the building, ensuring work stations are sanitized frequently, lateral flow tests for employees that access the building, ensuring the use of face-masks, social distancing, and personal hygiene. The other category is for members of staff to have the opportunity to work from home and not be mandated to work from the building, as this will reduce the number of people that access the building daily, further limiting the spread of the virus.

Based on the above, the researcher opines that when employees feel safe with the dispensation of their duties, they are more likely to display good work behaviour. A study conducted by Kim et al (2020) states that psychological safety fuels performance levels and a safe working environment increases team processes. It can therefore be argued that if the above concerns are implemented by BFFC, it can improve work behaviour and employees would feel safe and comfortable in the dispensation of their duties.

4.5. Emergent strategies used to manage the effects of coronavirus

The final research question this study aims to answer is the emergent strategies BFFC employed to contain the effects of the pandemic on their employees. Emergent strategies are unintended plans that organizations create to balance up with their goals within changing circumstances (Indeed, 2021). One of the main changes that happened in the corporate sector is working from home. Many companies ordered their employees to carry out their duties from the comfort of their homes in a bid to restrict the spread of the virus. The data below showcases how working from home has impacted employees at BFFC.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Major	10	19.6	19.6	19.6
	No Im	18	35.3	35.3	54.9
	Some	23	45.1	45.1	100.0
	Total	51	100.0	100.0	

Table 12. Remote working and daily performance

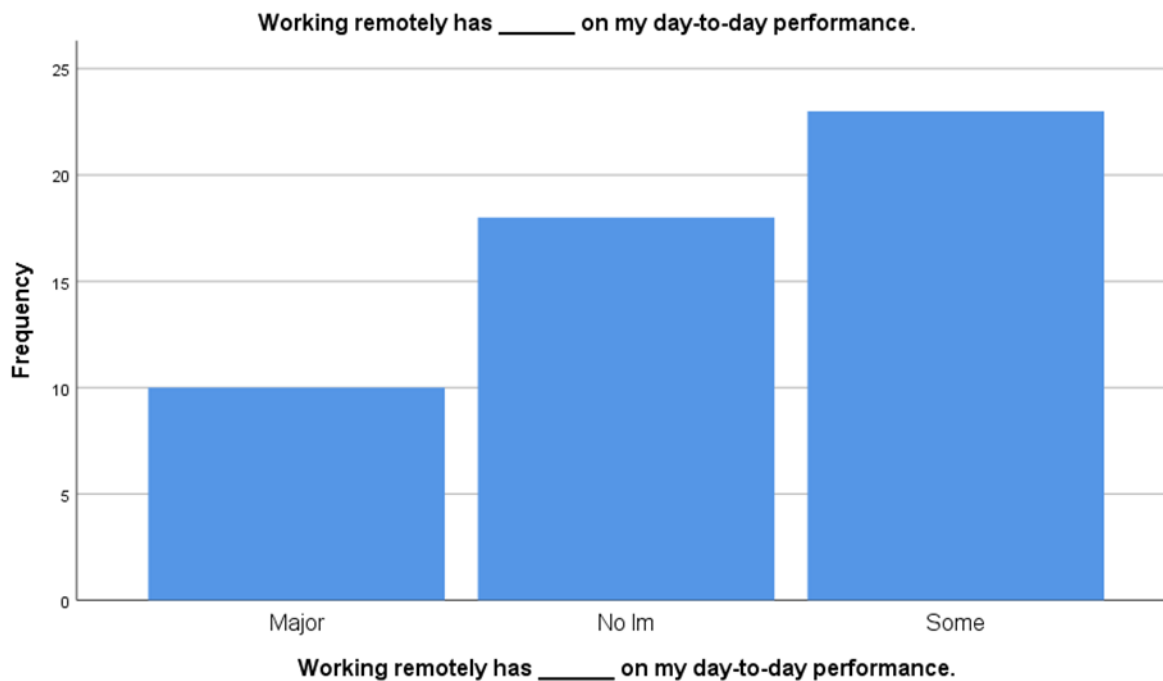


Figure 26. Working Remotely Chart

The data above reveals that some employees have a positive experience working from home to the extent it has increased their productivity. Almost half of the respondents (45.1%) responded to the emergent strategy of working from home has some positive impact on them, while 35% revealed there was no positive impact working from home. This result will be further analyzed using different parameters. For those who revealed positive impact working from home, it could be attributed to a few reasons. Hyken (2021) states that working from home has some benefits such as reduced commute time. Reduced cars on the road have a positive impact on climate change and emissions; it can also imply fewer traffic tickets for car owners. However, on the flip side,

employees were thrown into working from home quite suddenly and this can also impact their mental health. A study by Nuffield Health (2020) revealed that employees who now must work from home have had to deal with mental health issues. These employees also spoke about the struggle in coping with the mental challenges of loneliness and isolation, and while the virtual environment organizations created helped in bridging the physical gap, another type of pressure arose, which was the stress of trying to look good during video meetups.

4.5.1. Mental Health

Mental health is a concern that employers focus on and they have various strategies aimed at ensuring employees have positive mental health experiences. Employees were asked if BFFC made provision to enhance mental health and below are the responses for analysis.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	51.0	51.0	51.0
	No	20	39.2	39.2	90.2
	Maybe	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

Table 13. Mental health support from the organisation

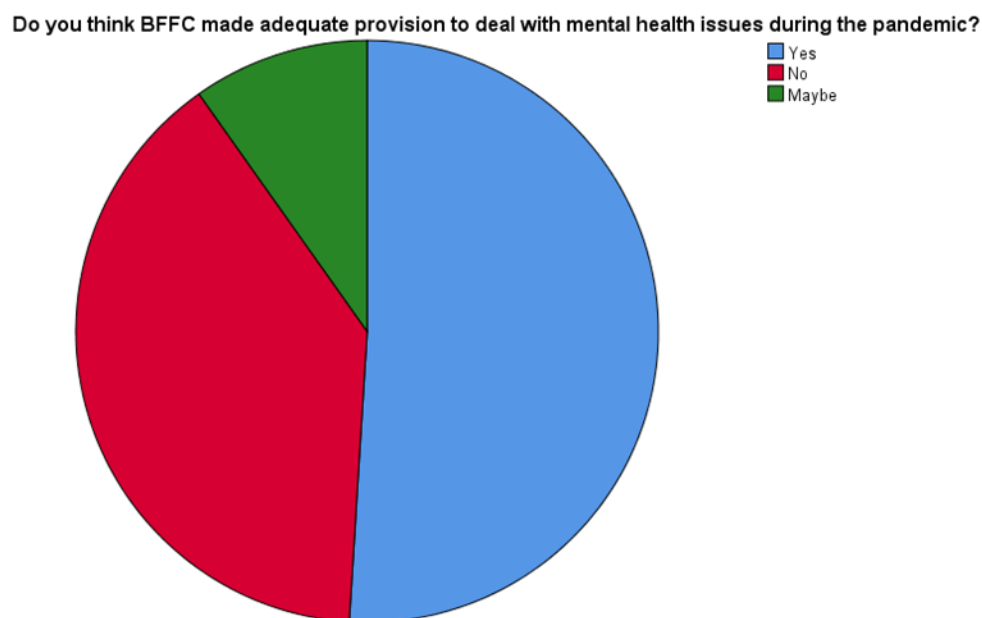


Figure 27. Mental Health support Chart

The above shows that employees agreed that BFFC put plans in place to ensure the mental health situation of employees was addressed. Some of these plans include creating virtual frequent virtual meeting environments for employees to interact. This was tagged '*Employee Roadshow*', and also creating private sessions with trained mental health practitioners within the organization for employees to engage anonymously amongst others. According to Rajgopal (2010), issues stemming from mental health can negatively affect organizations as this directly impacts productivity levels and employee morale. Another similar study by Giorgi et al (2020) on the COVID-19-related mental health effects in the workplace revealed that mental issues such as sleep disorders, depression, post-traumatic stress disorder (PTSD) have a high tendency of affecting healthcare workers especially frontline workers.

The respondents who responded in the negative may have expected the organization to introduce more measures in tackling mental health issues. Some responses were recorded that suggests this line of thought. They are outlined below:

- *Listen to what people say and what is not said*
- *Be involved, health and wellbeing, recognition promote cohesion*
- *realistic expectations of workloads*
- *Greater empathy towards employee self-esteem and confidence is needed.*
- *Provide support for employees who are struggling with work/life balance*
- *No more staff cuts, no more essential services*

Other issues raised by the respondents which can improve mental health if acted on are also listed below:

- *Equipment, like more ergonomic chair*
- *Good equipment and easy access to IT services.*
- *Financial assistance to support with the 'home office' such as heating lighting, broadband.*
- *work from home allowance for supplies such as desks, stationary etc.*

4.5.2. Reward Systems

Several respondents commented on the possibility of gaining some sort of financial reward as this is likely to motivate them. According to CIPD (2021), pay and benefits are essential in employee

engagement. Since BFFC is a not-for-profit organization, they can have partnerships with organizations and develop some fringe benefits for their members of staff. This is because they cannot offer bonuses and additional perks like gifting chairs to employees, being able to claim refunds on money spent on the internet used at home, heating can go a long way in motivating employees and reducing some mental health issues. The author hereby argues that when employees are given a voice and their concerns are acted upon, it improves their confidence in the organization and can also improve their mental wellbeing. If BFFC can act on these concerns, employee morale may increase, and mental health matters decrease significantly.

4.6. Conclusion

This chapter has analyzed several parameters believed to understand employee behaviour and the impact of coronavirus on it. The introductory part analyzed the demographics of respondents using various graphical representations. Then the research questions were further broken down into three broad headings, further evaluating relevant data. Themes were also created beneath the research questions to shed more light on the data examined and dissect the research question. Some findings and recommendations were made; however, the next chapter will detail more findings and recommendations on how BFFC can improve employee behaviour in this pandemic period which when done will impact positively on productivity levels.

Chapter five: Discussions of findings

5. Introduction

This chapter aims to continue discussions on the findings made from the previous chapter. The analysis was divided according to the research questions. After this, the conclusion will be reached with recommendations on measures the case study can implement to ensure their employees remain motivated as this will positively affect their work behaviour and ultimately improve the overall organizational performance.

5.1. Findings from the impact of coronavirus on management processes

The first research question sought to understand how the coronavirus outbreak affected management processes within BFFC. The results obtained are categorized into themes: new policies, health and safety requirements, employee feedback, employee appreciation, and management. Data also revealed that a vast majority of employees were satisfied with the way the office management handled the effects of the pandemic. Previous policies included working from the office mandatorily, physical meetings amongst others. New policies such as working from home, virtual training, and meetings implemented were accepted by the workforce. This gesture showed that the organization is agile, being able to respond to disruptions caused by the external environment. Other processes management put in place like ensuring employees had proper equipment needed to carry out their duties, providing sanitisers for everyone and ensuring people who needed to access the main building to dispense their duties conducted lateral tests before and after amongst others was well accepted by the workforce. Another theme that emerged from management processes is employee feedback and appreciation. Communication is incomplete without feedback and being able to receive feedback as management signifies a learning organization. This, according to Senge (2006) is a company that enables individuals to continually explore their capacity in creating results desired, where innovative patterns of thinking are nurtured, and where individuals find ways to constantly learn to become better individually and collectively.

The above has shown that while coronavirus strongly impacted several management processes, the organization was swift in responding to these changes both on managerial and employee levels. To this end, it can be argued that the ability to initiate change within a short period can be said to have impacted the employees positively and this, in turn, motivated them to display good work

behaviour. This argument alludes to a study conducted by Omar et al (2010) on employee motivation and its impact on employee loyalty; it states that when employees are led by good leaders, they show more loyalty, and this is because good leadership motivates the workforce to pursue excellence especially when the environment is conducive.

5.2. Findings from the impact of coronavirus on employee behaviour

The second research question aimed to understand how coronavirus might have affected employee behaviour. The responses led to themes such as support from the organization, employee safety, team players, team involvement, work excitement. The data revealed that some employees looked forward to starting work daily while some others were indifferent. An explanation to this was offered in the data analysis chapter as to what may have caused the neutrality from some employees. This behaviour according to Ebert and Griffin (2019) cited in the literature review has a way of impacting organizational output negatively if not addressed. Recommendations on how to change this behaviour will be outlined in the recommendation section below.

The responses also reveal that many employees feel involved in their respective teams and this, in turn, motivates them to be good team players. This confirms what a study by Ebert and Griffin (2015) stated within the literature review talks about organizational citizenship. This can be defined as the various behaviours employees display that contributes to the success of the organization. It can therefore be argued that employees who showcase good organizational citizenship are more likely to exhibit positive behavioural characteristics that further impacts their output. To be able to help colleagues is a great motivation for some individuals and this is in tangent with a study cited in the literature review from Basford and Offermann (2015) as they found out that positive work relationships are great motivation boosters. The can further imply that employees in BFFC felt great supporting their colleagues who needed help because they have good working relationships with them.

When people feel they are not supported by their companies, they may not have the zeal to dispense their duties effectively. It is therefore important that these organizations find ways to support their human resource. This agrees with a study conducted by Lee and Raschke (2016) referenced in chapter two. The data stated that employees within the study were satisfied with the support they have received, and it can also be argued that employees will display greater positive behaviours when they know they receive adequate and timely support from their organization.

5.3. Findings from emergent strategies adopted by the case study organization

The final research question set out to explore some of the strategies employed by BFFC to mitigate the effects of the virus and how the employees felt about them. Three main themes emerged from data collected and these are remote working, mental health, and reward systems. The most significant strategy that emerged because of the pandemic was the shift to home working. The (ONS) Office for National Statistics (2020) revealed that approximately 35% of the employed population within the UK worked from home in 2020. The data revealed that some people felt working remotely had some positive impact on their performance. Reasons, why this could happen, were outlined in the analysis chapter, and recommendations on what else can be done will be outlined in the appropriate section below.

Another aspect the data revealed from the impact of remote working is the matter of mental health. The analysis provided in chapter four suggested that those employees who mentioned working from home had no impact on their performance may have had bouts of mental health issues. When they were asked to assess if the organization made provision to tackle this, the number of people who believed the company handled it was almost at par with those who had differing views. This shows how much mental health is important within organizations and the onus is laid on management to ensure these matters are properly handled. When people are in the right frame of mind, they are likely to display positive work behaviours.

The final theme that emerged is that of rewards. This theme is considered a major one because of the uniqueness of the study. The employees within this study are from a not-for-profit organization which means the company does not exist to make a profit. This makes the reward system a bit rigid. Several responses indicated that the employees would appreciate some sort of financial reward. Whilst some of them mentioned pay raises would be ideal to keep them motivated, others mentioned several incentives. This further agrees to the study cited in chapter two by Esteve and Schuster (2019) who stated that while individuals who work in not-for-profit organisations are motivated by the fact that they are helping their immediate society, they are also doing it because of the financial and other fringe benefits they are bound to receive from their respective places of work. Some ways to remedy this issue are recommended below.

The above has shown that working from home can pose an issue that can affect how employees behave in an organization, especially with the prevalent issue of mental health and how they would

like to be appreciated especially as the employees do not have bonuses to look forward to. With these in mind, the recommendation section aims to outline several measures that can be adopted to reduce the concerns of the employees and increase general work performance.

5.4. Limitations to this research

Limitations can be seen as the weaknesses presented during the research design that can impact the outcomes and conclusions of a particular study (Ross and Zaidi, 2019). The data used in this study was collated within a week. If more time was allocated to this, there may have been a possibility of other themes emerging from respondents. The instrument used to collect data (web-based questionnaire) may have discouraged employees who do not have appropriate IT skills from assessing the document thereby denying them the opportunity to participate. The ongoing pandemic is the reason why the questionnaire was distributed online as against physically. There was also a dearth in academic articles focusing on employee behaviour within not-for-profit organisations and this had an impact on the sources used to build the literature review.

Chapter six: Conclusion and recommendation

6.1. Introduction

This study set out to understand the impact of coronavirus on employee behaviour within not-for-profit organizations. Three research questions were created to this effect and 51 out of 71 employees completed the online survey. Upon data analysis, several themes emerged such as mental health, team management, reward systems, employee appreciation, employee safety, health and safety, new policies amongst others. Data revealed that several employees were pleased with how the organization had handled the effects of the pandemic like being appreciative of being able to provide feedback to management, being motivated to support other colleagues amongst many others. However, some concerns were noted which can hinder work behaviours if not attended to. Concerns mainly focused on the workload some of the employees have, fringe benefits, appreciation from senior management, ease of access to work-related software e.t.c. This can further imply that the employees of Brighter Futures for Children have displayed good work behaviour despite the prevalence of coronavirus and there are other matters if resolved by the management team can further improve their work behaviour during this ongoing pandemic season. Below is a list of recommendations that can improve overall performance not only at BFFC but for not-for-profit organizations generally.

6.2. Recommendations

- The first recommendation is to address the issue of workload and gender imbalance within the social care sector. The department of health and social care can launch a targeted recruitment campaign for males to join the sector. This campaign will be well structured and detailed, informing men of the benefits of working in this sector. This can help improve the gender imbalance and may enable more male service users to be more confident knowing that they can relate and build relationships with their gender.
- Social care is a highly regulated profession in the UK as people who want to practice need to obtain a license. While this is a laudable approach, social workers across the nation keep complaining of high caseloads which can impact their mental health unconsciously. It would be nice if the department of health and social care reduced the requirements needed in becoming a social worker or accrediting certain social work assistants who have attended various levels of experience to become social workers. These support members of staff participate in the daily itineraries of qualified social workers meaning some of them can be

classified as social workers if certain accreditations can be done on them. This further reduces the burden of local authorities always having to search for social workers to recruit. If this can be trialled and implemented, the shortage situation of social workers may have some sort of resolution.

- For not-for-profit organizations that cannot declare bonuses to their employees, the marketing and communications departments within these companies can look for local partnerships with organizations that provide services that can be used as fringe benefits to employees. This should be preceded by an employee survey to understand what they would like to receive as fringe benefits when the opportunities arise. For example, several respondents spoke about having suitable monitors and chairs that give them added comfort in the dispensation of their duties. So, BFFC can decide to have a partnership with IKEA where employees who buy certain instruments to work can get them at huge discounts.
- Appreciation week events can be introduced at the end of the year to recognize outstanding employees as well as appreciate every member of the workforce. This can be done as an annual event where all members of staff are mandated to attend, and no one stays back to work. Here, the senior management can appreciate the entire workforce for their exceptional work.
- The issue of mental health cannot be over-emphasized. Data revealed that some employees had no idea about the mental health provisions the company has; it is, therefore, paramount that there is ongoing awareness about this to employees and these services should be easy to access
- Organizations can also plan to have bi-annual employee surveys to understand the minds and feelings of employees and find ways to rectify concerns noted.

While the concept of behaviour may be hard to measure as stand-alone, various parameters that can suggest behavioural patterns have been explored to come up with the above suggestions. If not-for-profit organizations can take these recommendations and act on them, there is a high possibility that their employees would have a sense of belonging, feel heard, and in turn be more effective in the dispensation of their duties. This alludes to research conducted by Saïd Business School (2019) on the link between productivity and happiness which showed that employees are 13% more productive when they are happy.

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Appendix

The impact of Coronavirus on Employee Behaviour Within Not-For-Profit Organisations

A research for the degree of Masters of Business Administration a University of Wales
TrinitySaint David (UWTSD)

*Required

1. What is your gender? *

Mark only one oval.

- ☐ FemaleMale
- ☐ Prefer not to say
- ☐ Other: _____

2. What is your age group? *

Mark only one oval.

- ☐ 18-30 years
- ☐ 30-40 years
- ☐ 40-50 years
- ☐ 50 and above
- ☐ Other: _____

3. What is your education level? *

Mark only one oval.

- ☐ Less than high school degree
- ☐ High school degree or equivalent
- ☐ Some college but no degree
- ☐ Bachelor degree
- ☐ Postgraduate degree
- ☐ Other: _____

4. What is your current job level? *

Mark only one oval.

- ☐ Senior Leadership Team
 - ☐ Service Manager
 - ☐ Deputy Service Manager
 - ☐ Team Manager
 - ☐ Assistant Team Manager
 - ☐ Consultant Practitioner
 - ☐ Social Worker
 - ☐ Social Work Assistant
 - ☐ Coordinator
 - ☐ Business Administrator
 - ☐ Officer
 - ☐ Other: _____
-

5. How long have you been at Brighter Futures for Children? *

Mark only one oval.

☐ Less than a year

☐ 1-3 years

☐ 4-6 years

☐ 7-10 years

☐ 10 years and above

☐ Other: _____

6. What team do you work with? *

Mark only one oval.

☐ Family Intervention

☐ Adoption

☐ SEND

☐ Early Help

☐ Access and Assessment

☐ Children Looked After

☐ Children and Young People's Disability Team (CYPDT)

☐ Other: _____

Section 2

7. I am pleased with how management managed the effects of the coronavirus pandemic *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

8. I am pleased with how my team manager managed the team *

Mark only one oval.

1	2	3	4	5
☐	☐	☐	☐	☐

Not Pleased

Extremely Pleased

9. I am pleased with the new policies Management adopted to mitigate the effects of the pandemic (Microsoft Teams, Work From Home, Virtual training opportunities, etc) *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

10. *For Management Members of Staff* How did the coronavirus pandemic affect management processes?

11. I am pleased with the health and safety requirements put in place to mitigate the effects of the virus and secure members of staff *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

12. I was able to provide some feedback and suggestions to my team leader on areas of improvement during the pandemic *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

13. I am pleased with the equipment provided by BFFC to ensure working remotely was effective *

Mark only one oval.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

14. I felt appreciated for my efforts by my manager during the pandemic. *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Other: _____

15. What changes, if any, would help you to be more productive working from home? *

16. I am pleased with the flexible working arrangements brought about by the pandemic *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

17. I have the right motivation needed to achieve my targets *

Mark only one oval.

	1	2	3	4	5
	☐	☐	☐	☐	☐
No motivation					Great motivation

18. I am excited to start work daily *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

19. I feel well-supported by my organization at this time *

Mark only one oval.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

20. I feel inspired to help my colleagues when they need help *

Mark only one oval.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

21. I feel completely involved in my work and team *

Mark only one oval.

1	2	3	4	5
☐	☐	☐	☐	☐

Least Involved

Fully Involved

22. I am willing to take on new responsibilities *

Mark only one oval.

☐ Strongly disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly agree

23. Do you think BFFC made adequate provision to deal with mental health issues during the pandemic? *

Mark only one oval.

☐ Yes

☐ No

☐ Other: _____

24. How do you think BFFC can protect employees who come to work when the office reopens fully? *

25. Do you think BFFC provided opportunities for virtual interactions during the pandemic?*

☐ Yes

☐ No

☐ Other: _____

26. Do you feel alone working remotely or you have adequate interaction from colleagues? *

Mark only one oval.

☐ Yes

☐ No

☐ Maybe

☐ Other: _____

27. If Yes, did the interactions encourage you to increase your work output? *

Mark only one oval.

☐ Yes

☐ No

28. Working remotely has_____on my day-to-day performance. *

Mark only one oval.

- ☐ No Impact
- ☐ Some Impact
- ☐ Major Impact
- ☐ Other: _____

29. What additional resources do you need to work effectively while remote? *

30. How has the pandemic affected your level of motivation? *

31. How motivated do you feel in your current role? *

Mark only one oval.

- ☐ Extremely Motivated
- ☐ Very Motivated
- ☐ Somewhat motivated
- ☐ Not so motivated
- ☐ Not at all
- ☐ Other: _____

32. What do you think BFFC can do to improve employee performance? *

33. Which would you prefer now the Covid-19 is gradually wearing off? *

Mark only one oval.

- ☐ Work from home
- ☐ Work from the office
- ☐ Hybrid (Remote and Onsite)
- ☐ Other: _____

34. How has the pandemic affected your work behaviour? *

35. What would you consider the best mitigation strategy BFFC employed to contain the effects of the pandemic on its employees? *

36. Do you agree that the national government rolled out enough plans to mitigate the effects of the pandemic on employees? *

Mark only one oval.

☐ Yes

☐ No

☐ Maybe

37. If No, what do you think they can do better? *
