

ORGANISATIONAL BEHAVIOUR DURING THE PANDEMIC

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Abstract: The aim of this paper is to investigate the changes in organisational behaviour caused by the COVID-19 crisis. Its objective is to place the observed trends in the context of the MARS model of individual behaviour and work performance. Accordingly, the paper provides an overview of what companies can and should do to stabilise, preserve or improve their operations during the pandemic. In order to achieve the research aim and objective, various combinations of scientific methods have been used, in particular analysis and synthesis, and methods of descriptive and inferential statistics. The main finding of this paper suggests that individual behaviour in the conditions of the COVID-19 crisis is determined by uncontrollable situational factors from the external environment.

Key words: organisational behaviour, individual behaviour, work performance, pandemic, COVID-19

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Introduction

The COVID-19 pandemic, officially declared by the World Health Organization on 11 March 2020, has fundamentally changed the various dimensions of social and economic life around the world (Kniffin et al., 2020; Dementiev, 2021; Gavurova et al., 2020; Amirudin et al., 2021; Zandi et al., 2020). Industries that rely on travelling and physical interaction with customers have suffered substantial damage (Rozman et al., 2021). Countries, organisations, and people have been and remain exposed to uncertainty and constant pressure. Stability has become more desirable than ever before (Kocisova et al., 2018). As governments seek to protect the health of their citizens, the economy and jobs, entire industries and related businesses are in crisis, while families are at home trying to balance their work, studies and chores to the best of their abilities. Living space has turned into working space, social life has been restricted and the opportunities available reduced. Also due to advanced information and communication technologies (Wang et al., 2020), working from home, once an exception rather than the rule, has become widespread and preferable during the pandemic and lockdown. It also seems this will remain so in the future, although in a more hybrid form. New technologies have a central role in planning working from

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home due to which many companies have been able to continue operating. However, working from home is better suited to employees who are self-motivated, well-organised, and make good use of today's information technologies. The questions that the whole business world is facing in this context, and which require an answer based on science, are the following: Which economic activities have been most affected by the COVID-19 crisis? How can employees be motivated under the changed business conditions caused by the COVID-19 crisis? How has the change in business conditions affected labour productivity and employee satisfaction? What factors determine individual behaviour in the context of the COVID-19 crisis? What is the key to success during the COVID-19 crisis?

In order to answer these questions a number of scientific methods have been employed in the current study, in particular analysis and synthesis, surveys, and methods of descriptive and inferential statistics. The collection of primary data was carried out with a survey involving a sample of employees in the Serbia and the Croatia. The survey questionnaire comprised five sets of questions: motivation (M), abilities (A), role perceptions (R), situational factors (S) and work performance. These sets of questions were preceded by questions about demographic variables. The collected data were processed using the statistical programme *STATISTICA*.

Literature Review

COVID-19 is both a global health crisis and an economic threat (Kniffin et al., 2020). As of 18 August 2021 there had been 208,470,375 confirmed cases of this new virus, identified in late 2019 in Wuhan, the centre of the Chinese province of Hubei, and 4,644,740 deaths globally (WHO, 19 August 2021). According to IMF estimates, the global economy recorded a decline of 4.4% in 2020, which is the largest since the Great Depression of the 1930s. In 2020, the euro area recorded a decline in GDP of 6.6%, Croatia 8.4%, and Serbia only 1%. The COVID-19 crisis has had a negative impact on all economic sectors except the pharmaceutical industry (Duvnjak, 2020). The negative consequences of the crisis were particularly pronounced in the transport, tourism, and industrial production sectors, resulting in a loss of multiplier effects in other sectors of economy and on macroeconomic aggregates, such as GDP and employment. The hardest hit countries have been those that are highly dependent on tourism. The Italian economy thus recorded a decline of 11.2% in 2020, the Spanish economy of 10.9%, the French of 10.6%, and the Greek of 8.2%. The devastating consequences of the pandemic-induced global crisis on the world economy and society as a whole have yet to be analysed. Research in Slovenia examining gender differences regarding work satisfaction, work engagement, and work efficiency of workers when working from home during the pandemic has shown that due women's increased childcare and housework the pandemic created a gender gap in work satisfaction, work engagement, and work efficiency (Rozman et al, 2021). Alon et al. (2020) also investigate the impact of covid-19 on gender equality and find opposing forces which may ultimately promote gender equality in the labor market.

The global spread of the COVID-19 pandemic has increased the need for adaptive processes and rapid responses at all levels of society and in all organisations. The pandemic seems to have permanently changed the world of work, but the question that arises is what impact does the pandemic have on employee behaviour? Is it positive or negative? Economists are trying to answer this question by measuring the impact of the COVID-19 pandemic on labour productivity. According to a survey by the consulting firm Mercer, 94% of the 800 employees surveyed reported that their productivity was equal to or higher than in pre-pandemic times (<https://www.zenefits.com/workest/has-the-pandemic-changed-employee-behavior-for-the-better>). Another one, emphasized in the research by Blasco-Belled et al. (2020) was the information workers received not only from their employers, but from the media. On the other hand, many sectors, including the tourism and hospitality sector, encountered job losses. Obviously, not all jobs can be performed from home. In the USA, for example, only 37% of jobs can be performed from home or at home entirely. It is seen that many factors influence workers' behaviour. Based on their research carried out in Italy, Toscano & Zappalà (2020) argue that those workers who were more concerned about COVID-19 showed the need to feel as connected as possible to their coworkers when working remotely and those less concerned about the disease were less satisfied with remote work. Thus, organizations were faced with many diverse challenges and workers' individual needs. The big question has become how to address them. Dias et al. (2020) identified that when it comes to adjusting and training, among the key areas are communication, leadership, innovation, organization, managerial activity, trust, continuous learning, sustainability and future planning. Zizek et al. (2021) point out the significance of well-being in the organizational processes and emphasize that an organization needs a well-being strategy covering the following dimensions: income and wealth, work activities, housing conditions, education and upbringing, health, security, social cohesion, political voice and governance, life satisfaction and natural environment. Another important aspect of modern organizations and work design are new and advancing technologies (Potocan, 2021; Kravchenko, 2019; Muangmee et al., 2021). Together with advancement they should lead to sustainability of organizations and to well-being of employees (Potocan, 2021; Zizek et al., 2021; Baryshnikova et al., 2021). Innovation is essential, and this is where the pandemic shows itself also as an opportunity for advancements. In their research suggest that it is possible for organizations to fulfill their social responsibilities and business objectives simultaneously.

Research Methodology

An organisation is a group of people working towards a common goal. In 1958, March & Simon, suggested the following definition: Organizations are systems of coordinated action among individuals and groups whose preferences, information, interests or knowledge differ (Mikalauskiene & Atkociuniene, 2019). Organization theories describe the delicate conversion of conflict into cooperation, the

mobilization of resources and the coordination of effort that facilitate the joint survival of an organization and its members (March & Simon, 1958, p. 2). Institutional theory assumes that the behavior and functioning of the organization in the same industry is imposed by the institution rather than market itself (Meyer and Rowan 1997; Draskovic et al., 2019; Soyyigit, 2019; Smiesova et al., 2019). The study of organisational behaviour is the systematic study of the actions and attitudes of people within an organisation, and of what they think, feel, and do within it. This field examines individuals, groups and structures, with the aim of enabling organisations to operate more efficiently. Rad od kuće i virtual teams are growing in number and importance. The conformity of individual behaviour with organisational norms and rules is of particular importance in the context of the COVID-19 crisis. Factors that determine employee behaviour and work performance, and which also constitute the conceptual model of this paper, are shown in Figure 1.

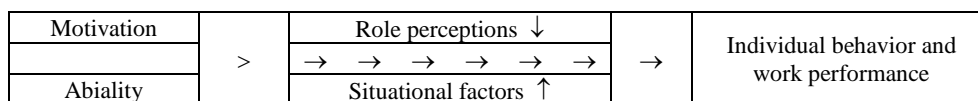


Figure 1: A MARS model of individual behaviour and performance
(modified by authors after: McShane & Von Glinow, 2010, p. 35).

Table 1 below provides a detailed overview of the conceptual model variables with sources, items, and measurement scales.

Table 1. Detailed overview of the conceptual model variables

Construct	Items	Type of ordinal scale
Motivation	The company's reward system motivates employees to put in even more effort during the COVID-19 crisis. My salary has been cut significantly, or I am facing possible salary cuts due to the COVID-19 crisis. Job security is most important to me during the COVID-19 crisis. Advancement opportunities at my company have been significantly reduced during the COVID-19 crisis.	Likert rating scale (1-5)
Ability	During the crisis, my job changed to such an extent that I needed additional training to be able to perform work tasks. My company has provided the training I need in accordance with the changed working conditions.	Likert rating scale (1-5)
Role perceptions	I feel that my work contributes towards the company's goals. I always know what is expected of me at work. My role in the company and the importance of the work I do has become even clearer to me during the COVID-19 crisis.	Likert rating scale (1-5)
Situational factors	My company's revenues are significantly lower compared to the period before the COVID-19 crisis. There is a small possibility that my employer will	Likert rating scale (1-5)

	terminate my contract during the post-pandemic crisis. I believe that the management is taking the right steps to ensure the company's survival and development.	
Individual behaviour and work performance	Employee productivity is lower compared to the period before the COVID-19 crisis. Work organisation is at a high level. Employees are very satisfied with the situation in the company. Employees are ready to make additional efforts in order to achieve the company's objectives. There is a high level of trust in the workplace.	Likert rating scale (1-5)

Based on respondents' answers expressing the degree of their agreement / disagreement with the statements given above, the following eight research hypotheses can be posited:

H1: Job security is the main motivating factor during the COVID-19 crisis.

H2: There are no statistically significant differences between the respondents in SRB and CRO for any MARS model construct during the COVID-19 crisis.

H3: Most employees believe that their jobs have changed significantly during the crisis and that they needed additional training to be able to perform their work tasks.

H4: Their role in the company and the importance of the work they perform has become even clearer to employees during the COVID-19 crisis.

H5: The influence of situational factors during the COVID-19 crisis depends on an organisation's field of activity.

H6: Labour productivity is lower compared to the pre-pandemic period.

H7: During the COVID-19 crisis, there are statistically significant differences in performance between companies with different numbers of employees.

H8: Efficient work organisation is the foundation of success during the COVID-19 crisis.

Sample

The research was conducted using a survey method from March 15 to April 15, 2021 on a sample of 70 respondents. The sample included respondents from the Serbia and Croatia. Individual sets comprise persons who were employed during the specified period. Table 2 shows the sociodemographic characteristics of the sample (respondents).

Table 2. Demographic characteristics of the sample (n=70)

Country	n	%
Serbia	30	42.86
Croatia	40	57.14
Gender		
Male	25	35.71
Female	45	64.29
Age		
18-29	28	40.00
30-44	21	30.00

45–59	20	28.57
60+	1	1.43
Level of education		
Primary school	2	2.86
Secondary school	21	30.00
Higher education or university degree	43	61.43
Master's degree or doctorate	4	5.71
Number of employees in the respondent's organisation		
< 10	20	28.57
10–49	20	28.57
50–249	16	22.86
250+	14	20.00

Analysis of the characteristics of the respondents shows that the total sample included slightly more respondents from Croatia (57.14%) than Serbia (42.86%). There were more women (64.29%) than men (35.71%). The largest age groups were 18 to 29 years (40%) and 30 to 44 years (30%). The average age of the respondents was 35.15 years (SD=12). The youngest respondent was 20, and the oldest was 64 years old. In terms of the educational structure, 61.43% of respondents had a higher education or university degree (Vlasov et al., 2020), of which 5.71% held a master's degree or doctorate. When it comes to the size of the respondents' organisation by number of employees, there was an almost even distribution between micro (20%), small (20%), medium-sized (16%), and large enterprises (14%). Figure 1 shows the sample by field of activity (according to NKD – the National Classification of Activities of the Croatia) in which the respondents work.

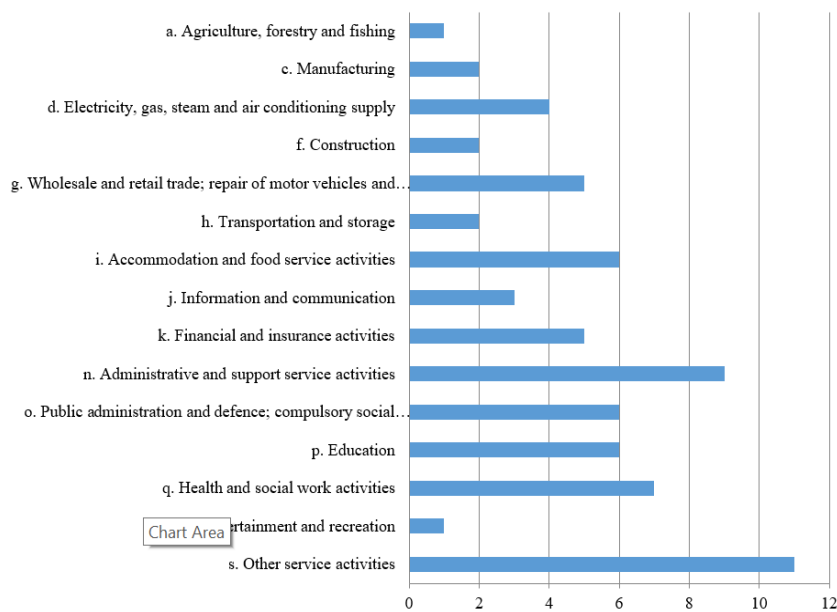


Figure 1:Field of activity (NKD) in which the respondents work
 (shows that the majority of the respondents work in service industries)

Results

H1: Job security is the main motivating factor during the COVID-19 crisis.

Motivation refers to the inner forces that determine the direction, intensity, and persistence of the behaviour of employees. The term behavioural orientation denotes the fact that motivation is goal-oriented and not arbitrary. The goal is induced by a person's need, and their behaviour is driven by the effort to satisfy this need. Intensity denotes the amount of effort that an employee is willing to exert to achieve a set goal. Persistence refers to the continuous effort to achieve a goal. Employee motivation is one of the key factors of company success, because employees are the ones who activate and use the other resources of an organisation (Hitka, et al., 2021). The results of the survey confirm that job security is the main motivating factor for employees during the COVID-19 crisis (see Table 3). This is supported by the high average score of this statement ($M=3.9$; $SD=1.2$), as well as its high median score ($Me=4$), indicating that half of the employees fully agree that job security is most important to them during the COVID-19 crisis. This confirms hypothesis H1. The low average score ($M=1.92$; $SD=1.3$) for the statement on the possibility of salary cuts suggests that the respondents have an optimistic view of their future, but may also be a consequence of the state aid used to preserve jobs during the COVID-19 crisis.

Table 3. Descriptive statistics of four dimensions of motivation in the observed sample of respondents (n=70)

	Reward system	Salary cuts	Job security	Advancement opportunities
Arithmetic mean	2.84	1.92	3.9	2.85
Median value	3	1	4	3
Standard deviation	1.46	1.3	1.2	1.46
Valid_N elements 1–70	70	70	70	70
Total	199	135	273	200
Minimum value	1	1	1	1
Maximum value	5	5	5	5
First quartile_25%	1	1	3	1
Third quartile_75%	4	2	5	4

It is interesting that the surveyed employees do not perceive the COVID-19 crisis as a major obstacle to their career advancement ($M=2.85$; $SD=1.46$), and that they believe the reward system does not sufficiently motivate employees to put in more effort during the crisis.

H2: There are no statistically significant differences between the respondents in SRB and CRO for any MARS model construct during the COVID-19 crisis.

The findings of the t-test confirm there is a statistically significant difference between the respondents in SRB and CRO with respect to the statement on career advancement opportunities during the COVID-19 crisis (see Table 4).

Table 4. T-test

	Arithmetic mean – CRO	Arithmetic mean – SRB	t-value	Df	P
Reward system	2.700000	3.033333	-0.943936	68	0.348544
Salary	2.125000	1.666667	1.471832	68	0.145679
Job security	3.875000	3.933333	-0.198925	68	0.842915
Advancement opportunities	3.225000	2.366667	2.513482	68	0.014329

Namely, the respondents in CRO perceive the COVID-19 crisis as a greater obstacle to their advancement in the workplace ($M=3.22$) compared to respondents in SRB ($M=2.51$). This invalidates hypothesis H2. Employees in CRO are more likely to report that their salaries have been reduced during the pandemic or that they are facing salary cuts in the post-pandemic period, while employees in SRB report that the reward system in their companies is better adapted to the conditions of the pandemic. These differences should be understood conditionally, because they cannot be reliably determined to be statistically significant. Job security during the pandemic is equally important to both groups of respondents, as shown by the almost identical average scores for this statement ($M_{CRO}=3.87$ vs. $M_{SRB}=3.93$).

H3: Most employees believe that their jobs have changed significantly during the crisis and that they needed additional training to be able to perform their work tasks. Ability means the capacity of an individual to perform various tasks in a job. A person's abilities can be separated into innate and learned abilities. Innate abilities refer to aptitudes and talents that help an individual learn to perform a task faster and better. Learned abilities are the knowledge and skills that employees have and which they have gained in the process of learning. Innate and learned abilities are closely linked to competencies. Competencies are characteristics of a person that result in superior performance. The COVID-19 crisis has fundamentally changed the way some jobs are done, and it is likely to have lasting consequences for the skills required for work compared to the pre-pandemic period (Truxillo et al., 2020). The majority of the respondents (see Table 5) believe that their work has not changed significantly during the crisis, but that they also needed additional training in order to be able to perform their work tasks (M=1.84; SD=1,07).

Table 5. Descriptive statistics of two dimensions of ability in the observed sample of respondents (n=70)

	Changes in work	Additional training was provided
Arithmetic mean	1.84	3.3
Median value	1	3.5
Standard deviation	1.07	1.44
Valid_N elements 1–70	70	70
Total	129	231
Minimum value	1	1
Maximum value	4	5
First quartile_25%	1	2
Third quartile_75%	2	5

As the median value (Me=1) shows, 50% of the respondents report that their work has not changed at all during the pandemic, i.e. that they did not need additional training to perform their work tasks in the changed conditions. The results suggest that hypothesis H3 was rejected. The other half of the respondents report that their work has changed to a greater or lesser extent and that they needed additional training in order to be able to perform their work tasks. The statement that the company provided the necessary additional training in response to the changed conditions was assessed by employees with an average score (M=3.3; SD=1,44). As the median value (Me=3.5) is higher than the average score, it can be concluded that half of the companies provided the necessary additional training in response to the changed conditions.

H4: Their role in the company and the importance of the work they perform has become even clearer to employees during the COVID-19 crisis.

“All the world's a stage, and all the men and women merely players.” This line by Shakespeare may be used to underline the need for employees to understand the

responsibilities assigned to them and thus what is expected of them. In addition to understanding the task to be performed, employees should also understand the relative importance of the task they are performing and demonstrate desirable behaviours to accomplish it. The importance of certain professions, such as those in health care, took on a whole new dimension during the pandemic. People working in such jobs found themselves at the frontlines against the pandemic, and their knowledge about COVID-19, attitude towards their work, and confidence in the preparedness of their institutions were essential factors in mounting a successful response (Gebreselassie et al., 2021). The majority of the respondents (see Table 6) report that they feel that their work contributes to achieving the company's goals ($M=4.14$; $SD=1.03$) and that they always know what is expected of them at work ($M=4.11$; $SD=0.87$). The overall attitude of the respondents regarding the role of the pandemic in clarifying their role and the importance of their work was neutral ($M=3.15$; $SD=1.34$). The results suggest that hypothesis H4 was rejected.

Table 6. Descriptive statistics of three dimensions of role perceptions in the observed sample of respondents (n=70)

	Contributes to achieving goals	Knows what is expected of them	Gained a clearer sense of their role during the pandemic
Arithmetic mean	4.14	4.11	3.15
Median value	4	4	3
Standard deviation	1.03	0.87	1.34
Valid_N elements 1–70	70	70	70
Total	290	288	221
Minimum value	1	2	1
Maximum value	5	5	5
First quartile_25%	4	4	2
Third quartile_75%	5	5	4

H5: The influence of situational factors during the COVID-19 crisis depends on an organisation's field of activity.

Situational factors refer to internal (time, people, budget, working conditions) or external environmental conditions (state of the economy, consumer preferences) that may be beyond an individual's immediate control, and may either limit or facilitate employee behaviour. Internal environmental conditions are controlled by the organisation's management and need to be carefully balanced so that employees can reach their highest work performance potential. With regard to situational factors, the statement that the company's revenues were significantly reduced compared to the pre-pandemic period was assessed with an average (neutral) score of just $M=3.05$ ($SD=1.30$) (see Table 7).

Table 7. Descriptive statistics of three dimensions of situational factors in the observed sample of respondents (n=70)

	Reduced revenues	Low possibility of employment termination	Management is taking the right steps
Arithmetic mean	3.05	3.77	3.64
Median value	3	4	4
Standard deviation	1.30	1.32	1.33
Valid_N elements 1-70	70	70	70
Total	214	264	255
Minimum value	1	1	1
Maximum value	5	5	5
First quartile_25%	2	3	3
Third quartile_75%	4	5	5

Nonetheless, the high value of the standard deviation implies a significant deviation from the arithmetic mean. There is a large variance in assessment values for the statement on reduced revenues during the pandemic. The average deviation is 42.62%. Much the same can be said for the other two statements. All this points to the conclusion that the influence of situational factors depends on the field of activity in which the respondent's organisation operates, i.e. that hypothesis H5 is accepted. A further argument in favour of accepting hypothesis H5 was provided by a univariate analysis of variance (see Table 8).

Table 8. ANOVA results

Univariate Results for Each DV (CovidOP) Sigma-restricted Parameterisation Effective Hypothesis Decomposition									
	Degrees of freedom	Termination - SS	Termination - MS	Termination - F	Termination - p	Steps - SS	Steps - MS	Steps - F	Steps - p
Intercept	1	546.44	546.43	401.07	0	546.83	546.83	388.13	0
Activity	14	45.40	3.24	2.38	0.01	44.58	3.18	2.26	0.016264
Error	55	74.93	1.36			77.49	1.41		
Total	69	120.34				122.071			

Based on the obtained results it can be concluded that with regard to the company's field of activity there are statistically significant differences in terms of the possibility of employment termination during the (post-)pandemic crisis, and the belief that the company's management is taking the right steps to ensure the company's survival and development. These differences are shown in the following Figure 3.

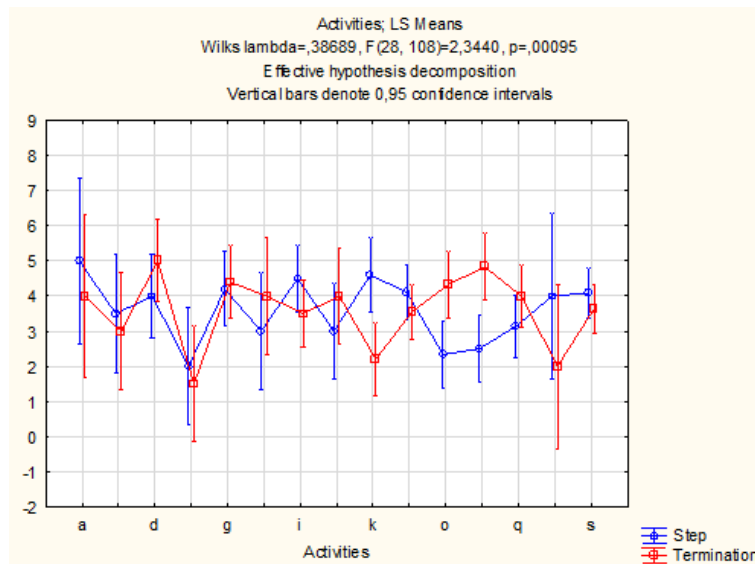


Figure 3: Difference between the possibility of employment termination and the belief that the company's management is taking the right steps with regard to the company's field of activity with applied ANOVA method

Employees in the fields of d – Electricity, gas, steam and air conditioning supply, p – Education, and g – Retail trade activities believe that there is a low possibility that their employment may be terminated during the (post-)pandemic crisis. Employees in the fields of f – Construction, k – Financial and insurance activities, and r – Arts, entertainment and recreation are the most concerned about losing their jobs. The most confident that their company's management is taking the right steps to ensure the company's survival and development are employees in the fields of a – Agriculture, forestry and fishing, i – Accommodation and food service activities (Vasylieva, 2021), k – Financial and insurance activities, and n – Administrative and support service activities. Employees in the fields of f – Construction, o – Public administration and defence; compulsory social security, and r – Arts, entertainment and recreation are the least convinced that the management is taking the right steps to ensure the company's survival.

H6: Labour productivity is lower compared to the pre-pandemic period.

The main task of management is to create a surplus. Surplus revenue, surplus profit, surplus labour productivity, surplus employee satisfaction, etc. Accordingly, individual behaviour and work performance in companies during the pandemic were measured with five nonfinancial performance indicators (see Table 9).

Table 9. Descriptive statistics of the five dimensions of individual behaviour and work performance in the observed sample of respondents (n=70)

	Lower labour productivity	Employee satisfaction	Organisation of work	Additional effort	Workplace trust
Arithmetic mean	2.57	3.2	3.54	3.48	3.55
Median value	3	3	4	4	4
Standard deviation	1.32	1.18	1.22	1.23	1.13
Valid_N elements 1-70	70	70	70	70	70
Total	180	224	248	244	249
Minimum value	1	1	1	1	1
Maximum value	5	5	5	5	5
First quartile_25%	1	2	3	3	3
Third quartile_75%	4	4	4	4	5

Based on the data from Table 9, it can be concluded that the majority of the respondents do not agree with the statement that labour productivity decreased significantly during the pandemic period ($M=2.57$; $SD=1.32$). This means that hypothesis H6 was rejected. According to the respondents, the level of workplace satisfaction is relatively low ($M=3.2$; $SD=1.18$). The first quarter (quartile) consists of respondents who strongly disagree or disagree with the statement that employees are satisfied with their workplace. The last quarter (quartile) consists of respondents who strongly agree with the above statement. The remaining 50% of respondents neither agree or disagree, or agree with the above statement. It is interesting that the statements related to work organisation, willingness to make additional efforts to achieve objectives, and levels of workplace trust, have almost identical arithmetic means and the same median value. This suggests that employees are aware that they are all in the same boat and that they share the same challenges.

H7: During the COVID-19 crisis, there are statistically significant differences in performance between companies with different numbers of employees.

The *univariate analysis* of variance (ANOVA) showed statistically significant differences in arithmetic means depending on the number of employees in the respondent's organisation. Namely, respondents in micro enterprises (number of employees < 10) are more satisfied with the situation in the company, more willing to make additional effort to achieve company objectives, and report far higher levels of workplace trust than those in companies with more employees (see the Figure 4).

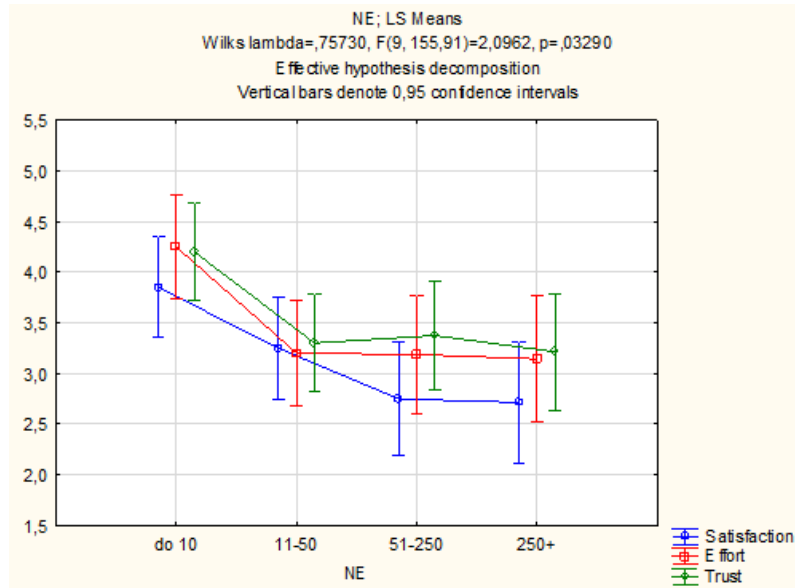


Figure 4: Difference between satisfaction, effort and trust in companies with different numbers of employees with applied ANOVA method

Based on these results hypothesis H7 is accepted.

H8: Efficient work organisation is the foundation of success during the COVID-19 crisis.

This investigation confirmed the relationship between labour productivity and employee satisfaction ($r=-0.41$; $p<0.05$), and also between employee satisfaction and work organisation ($r=0.79$; $p<0.05$). The negative value of the correlation coefficient is a consequence of the negative statement concerning the movement of labour productivity in relation to the pre-crisis period.

Table 10. Correlation

Correlations (CovidOP) Marked correlations are significant at $p < ,05000$ N=70 (Casewise deletion of missing data)							
	Arithmetic mean	Standard deviation	Productivity	Satisfaction	Organisation of work	Effort	Trust
Productivity	2.571429	1.325026	1.000000	-0.414697	-0.462127	-0.446099	-0.435468
Satisfaction	3.200000	1.186885	-0.414697	1.000000	0.792113	0.525390	0.656995

Orga ni- sation of work	3.5428 57	1.2239 84	- 0.462127	0.792113	1.000000	0.627666	0.737313
Effort	3.4857 14	1.2364 38	- 0.446099	0.525390	0.627666	1.000000	0.577667
Trust	3.5571 43	1.1374 48	- 0.435468	0.656995	0.737313	0.577667	1.000000

Based on the data from Table 10, a strong positive relationship can be inferred between work organisation and the willingness of employees to exert additional effort to achieve the company's objectives ($r=0.62$; $p<0.5$), and between work organisation and workplace trust ($r=0.73$; $p<0.5$). This means that hypothesis H8 was accepted. The findings point to the conclusion that the keys to success during the COVID-19 crisis are in the hands of management, i.e. their ability to organise work in the changed conditions. This confirms that good organisation of work is a major factor in eliminating weaknesses such as the duplication of effort and the underutilisation of organisational resources (Certo & Certo, 2008).

Table 11. gives a summary of the results for the hypotheses

Hypothesis	Result
H1: Job security is the main motivating factor during the COVID-19 crisis.	Accepted
H2: There are no statistically significant differences between the respondents in SRB and CRO for any MARS model construct during the COVID-19 crisis.	Rejected
H3: Most employees believe that their jobs have changed significantly during the crisis and that they needed additional training to be able to perform their work tasks.	Rejected
H4: Their role in the company and the importance of the work they perform has become even clearer to employees during the COVID-19 crisis.	Rejected
H5: The influence of situational factors during the COVID-19 crisis depends on an organisation's field of activity.	Accepted
H6: Labour productivity is lower compared to the pre-pandemic period.	Rejected
H7: During the COVID-19 crisis, there are statistically significant differences in performance between companies with different numbers of employees.	Accepted
H8: Efficient work organisation is the foundation of success during the COVID-19 crisis.	Accepted

Conclusion

The COVID-19 pandemic has had a negative global impact on all areas of social life. The economic consequences of the pandemic are visible in almost all countries and almost all economic activities. The global economy is recording negative growth and high unemployment rates. Many companies have been brought to the brink of bankruptcy. During the pandemic, organisational behaviour is taking on a whole new shape. From the viewpoint of the organisational behaviour model, the pandemic is as a sudden and uncontrollable variable that has a strong impact on the independent variables of the organisational behaviour model at the levels of the individual, group, and the organisational system.

According to the MARS model, the individual behaviour and work performance of employees are functions of motivation, abilities, role perceptions and situational factors. All of these factors have been and continue to be significantly affected by the pandemic. Compared to the pre-pandemic period, the role of each of these factors has changed to a greater or lesser extent. Motivation explains why people behave in a certain way, and the main motivating factor in the COVID-19 crisis is job security. Motivating factors such as the reward system, salary, and advancement opportunities are significantly limited during the crisis. Advancement opportunities, one of the extremely important motivating factors in the pre-pandemic period, have been far more important during the pandemic to respondents in Croatia than to those in Serbia. The majority of the respondents report that their work during the crisis did not change to such an extent that they would need additional training in order to be able to perform their work tasks. In the long run, this is not sustainable. The majority of the respondents report that the role and importance of their work in achieving organisational objectives is clear to them, and that the impact of the pandemic has not contributed to a better understanding of their role and the importance of the work they perform. Employees in the following fields believe that there is a low possibility that their employment may be terminated during the (post-)pandemic crisis: electricity, gas, steam and air conditioning supply; education; and retail trade. Employees in construction; financial and insurance industries; and arts, entertainment and recreation are the most concerned about losing their job during the crisis. The most confident that their company's management is taking the right steps to ensure the company's survival and development are employees in the fields of agriculture, forestry and fishing; accommodation and food service activities; financial and insurance activities; and administrative and support service activities. Employees in the fields of construction; public administration and defence; compulsory social security, and arts, entertainment and recreation are the least convinced that the management is taking the right steps to ensure the company's survival. The majority of the respondents report that labour productivity did not decrease during the pandemic. Furthermore, respondents in micro enterprises (number of employees < 10) are more satisfied with the situation in the company, more willing to make additional effort to achieve company objectives, and report far higher levels of workplace trust than those in companies with more employees. In

terms of the demographic variables of gender, age, and education level, there are no statistically significant differences for any of the statements. The main shortcoming of this paper is the relatively small sample size, especially in terms of employee representation by individual economic activities. Future research should also include an equal number of respondents for each individual economic activity, which would ensure far greater reliability of the research results.

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ZACHOWANIA ORGANIZACYJNE PODCZAS PANDEMII

Streszczenie: Celem niniejszego artykułu jest zbadanie zmian zachowań organizacyjnych spowodowanych kryzysem COVID-19. Jego celem jest umieszczenie obserwowanych trendów w kontekście modelu MARS zachowań indywidualnych i wydajności pracy. W związku z tym artykuł zawiera przegląd tego, co firmy mogą i powinny zrobić, aby ustabilizować, zachować lub poprawić swoją działalność podczas pandemii. Dla osiągnięcia celu i zamierzenia badawczego zastosowano różne kombinacje metod naukowych, w szczególności analizy i syntezy oraz metody statystyki opisowej i inferencyjnej. Główny wniosek tego artykułu sugeruje, że zachowanie jednostki w warunkach kryzysu COVID-19 jest determinowane przez niekontrolowane czynniki sytuacyjne pochodzące ze środowiska zewnętrznego.

Słowa kluczowe: zachowania organizacyjne, zachowania indywidualne, wydajność pracy, pandemia, COVID-19

大流行期间的组织行为

摘要: 本文的目的是调查 COVID-19 危机引起的组织行为变化。其目标是将观察到的趋势置于个人行为和工作绩效的 MARS 模型的背景下。因此, 本文概述了公司在 大流行期间可以并且应该采取哪些措施来稳定、保持或改善其运营。为了达到研究的目的和目的, 各种科学方法的组合被使用, 特别是分析和综合, 以及描述性和推理性统计方法。本文的主要发现表明, 在 COVID-19 危机条件下的个人行为是由外部环境无法控制的情境因素决定的

关键词: 组织行为, 个人行为, 工作绩效, 流行病, COVID-19