

INVESTIGATING THE EFFECTS OF THE COVID-19 PANDEMIC ON THE PRODUCTIVITY AND SATISFACTION OF BANK EMPLOYEES

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ABSTRACT

This study demonstrates the impact of COVID-19 on bank employees' productivity and satisfaction. The primary goal of this study is to determine the benefits of well-structured work as well as the effects of employees' work-related concerns during the COVID-19 pandemic on work efficiency and satisfaction. The data for the study was gathered from personnel in India's banking sector. The study used a quantitative research approach with N = 105 bank employees as the sample population. For the interpretation of the acquired data, descriptive statistics such as the mean, standard deviation, and variance analysis, as well as Pearson correlation statistics, were used. The study's findings showed that COVID-19 had a negative impact on worker productivity; thus, a resilience strategy is recommended to deal with the current unfavorable scenario. The study's findings show outcomes regarding the shift in attitude of bank personnel and their impact on productivity as a result of the epidemic. Employees' work-related anxieties during the COVID-19 epidemic have a detrimental impact on work efficiency and employee satisfaction. The findings have significant implications for the banking industry and will help to improve the working environment.

KEYWORDS: Indian Banking Sector, COVID-19, Bank Employee Productivity, Job Satisfaction.

Introduction

COVID-19 has an impact on the banking sector's operations; the elements influencing the banking sector include both non-financial and financial elements. Banks play a significant role in the economy and contribute to its growth by facilitating financial transactions both domestically and internationally. Employees in the banking industry showed amazing courage and facilitated financial transactions during COVID-19. Banking personnel's ergonomics played a key part in pandemic conditions by implementing precautions like social distancing, mask wear, sanitation, investigating digital banking options, and so on. Organizations were not equipped for the unexpected situation caused by COVID-19, and the majority of organizations have implemented COVID-19-related steps. However, workplace management has become a global concern during and after the COVID-19 pandemic. Employee work satisfaction has decreased considerably since the pandemic commenced. Work hours have increased significantly as a result of the pandemic. Many employees have reported working longer hours than before the outbreak. Employees are increasingly concerned about job termination and pay reductions as a result of the COVID-19 pandemic. These variables, in turn, lead to reduced job satisfaction and efficiency. Organizational performance may have declined as a result of the current coronavirus pandemic, affecting employee productivity. Productivity can be increased by effective discussion, information exchange, and knowledge outreach programs. Employee engagement is a characteristic of a company's relationship with its employees. Employee involvement will decrease accidents, absenteeism, and turnover while enhancing employee and organizational efficiency. Employee

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engagement is linked to direct indicators of an organization's efficacy, such as efficiency, customer satisfaction, success, quality, benefits, and development. Employees that are well involved in an organization will lead to higher productivity at work, which generates higher customer satisfaction and, without a doubt, developments in sales and profit for the company. Employees' perception of their overall work context as an important piece of their life and identity leads to a wide range of beneficial consequences, including an improved degree of commitment, satisfaction, and organizational citizenship behavior, and has therefore long been a research topic. The degree to which a supervisor assists employees, acknowledges employee achievements, and cares about employee well-being is referred to as perceived supervisor support. Previous research has shown that supervisor assistance fosters favorable employee attitudes. Work-related challenges are currently a developing concern, with employees increasingly experiencing overwork, job insecurity, low levels of job satisfaction, and a lack of independence. The global campaign to combat the virus affects not only the health and economy of nations but also the jobs and careers of millions of people worldwide. COVID-19 outbreaks significantly impair essential activities and economic progress while also having immediate and long-term consequences on people's lives.

Review of Literature

Chanana & Sangeeta (2020) stated in their article that committed employees are the key to success during this challenging period. Employee morale improves as a result of engagement initiatives, and employees are more enthused and committed to the organization.

Asfahani M. (2021) concluded in his article that COVID-19 had an adverse impact on employee motivation, and so the design of a recovery technique is offered to deal with the current undesirable scenario.

Soubjaki (2021) examined how an organization must actively look ahead to fulfilling employee expectations, which affects employee performance, so that the organization's performance can be improved.

Chauhan & Chawla (2021) stated in his study that work-related stress has an impact on employee performance in the current scenario. Assessment of stressed employees is vital for organizations, as are various strategies to assist the individual in overcoming the circumstance so that productivity and job satisfaction can be increased. Banking personnel have also been challenged by new virtual conferencing capabilities, comprehensive reporting, salary holdings, and appraisals.

Rozman & Tominc (2021) found in their study that during a pandemic, there are various challenges with attention and memory, as well as a desire for isolation, impaired working capacities, a lack of desire to work, and a lack of willingness to socialize with coworkers. Employers should set up employee assistance programs as well as any other mental health support that the organization may provide. This would have no effect on employee productivity, working ability, or motivation to work.

Ullah and Islam (2022) concluded in their study that perceived expectation is important when people are confronted with challenging circumstances and do not believe they are equipped to deal with them. Employees encountered not only a scarcity of resources needed to accomplish their jobs but also mental trauma after being relocated from their offices to their homes owing to the unwanted danger of the COVID-19 epidemic.

Objectives of the Study

- To know the bank employees' attitudes toward the changes in work caused by the epidemic
- To investigate the work challenges that bank employees faced during the pandemic
- To identify the effect of pandemic on bank employees' productivity
- To investigate the impact of COVID-19 on the satisfaction of bank employees

Research Methodology

The researchers obtained information from primary sources. Google Forms were used to distribute a structured questionnaire. A random sample of 105 bank employees was used to collect the data. SPSS V22 statistical software was used to evaluate the collected data. Descriptive statistics such as frequency counts and percentages were used to analyze demographic data and research questions, while inferential statistics such as factor analysis, regression, and correlation were applied to evaluate the stated hypotheses at the 0.05 level of significance.

Data Analysis & Interpretation**Table 1: Presentation of Demographic Data**

	Background	Frequency	Percentage (%)
Gender	Male	75	71.4
	Female	30	28.6
Marital Status	Married	62	59.0
	Unmarried	43	41.0
Age of Respondent	21 to 30 Years	29	27.6
	31 to 40 Years	52	49.5
	41 to 50 Years	17	16.2
	Above 50 Years	7	6.7
Bank Branch Location	Urban	26	24.8
	Semi-Urban	55	52.4
	Rural	24	22.9
Type of Bank Employment	Public Sector Bank	57	54.3
	Private Sector Bank	48	45.7
Employment Tenure	Less than 5 year	11	10.5
	5 to 10 years	45	42.9
	11 to 20 years	30	28.6
	More than 20 years	19	18.1

Interpretation: Demographics

Among 105 respondents, 71.4% were male and 28.6% were female. The majority of employees are married (59.0%). The majority of employees, i.e., 49.5%, are aged between 31 to 40 years. The majority of employees work in semi-urban branches, i.e., 52.4%, followed by 24.8% in urban branches and 22.9% working in rural branches. 54.3% of respondents work in public sector banks and 45.7% of respondents work in private sector banks. Regarding employment tenure, 42.9% of employees have been working in the banking sector for 5 to 10 years.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.887	20

Table 2 shows the reliability test through the Cronbach's Alpha test of the variables. According to Cronbach's Alpha test, if the value is greater than 0.60, the reliability of the variable is positive. All the variables show a high degree of reliability because the result shows that the value is .887, which is greater than 0.60.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.814
Bartlett's Test of Sphericity	Approx. Chi-Square	949.161
	df	190
	Sig.	.000

KMO is an index that defines sampling adequacy. The KMO test value is 0.814, which is more than 0.6, and can be considered acceptable and valid to conduct the data reduction technique. The significance level of Bartlett's Test of Sphericity is $0.000 < 0.05$, which shows that there is a high level of correlation between variables, which makes it adequate to apply factor analysis.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.439	32.197	32.197	6.439	32.197	32.197	3.120	15.599	15.599
2	2.308	11.540	43.738	2.308	11.540	43.738	2.889	14.447	30.046
3	1.977	9.885	53.623	1.977	9.885	53.623	2.583	12.914	42.961
4	1.467	7.337	60.960	1.467	7.337	60.960	2.494	12.472	55.433
5	1.118	5.592	66.552	1.118	5.592	66.552	2.224	11.119	66.552

Extraction Method: Principal Component Analysis.

Total variance contributed by the first component is 32.197, 11.540 by the second component, 9.885 by the third component, 7.337 by the fourth component, and 5.592 by the fifth component. The Eigen value for a given factor measures the variance in all the variables which is accounted for 1 by that factor. It is also clear that there are a total of five components having Eigen values greater than 1 for a given set of variables. The Eigen value for factor 1 is 6.439, for factor 2 is 2.308, for factor 3 is 1.977, for factor 4 is 1.467, and for factor 5 is 1.118.

Table 5: Statistics

	N	Mean	Median	Mode	Std. Deviation
Productivity	105	3.80	4.00	3.80	.805
Job Satisfaction	105	3.63	4.00	4.00	.889
Workplace Challenges	105	3.66	3.75	3.75	.847
Work-related Attitudes	105	3.70	3.75	3.75 ^a	.781
Employee Participation	105	3.69	4.00	4.67	.914

a. Multiple modes exist. The smallest value is shown

Considering the above results, it is revealed that among the five factors, i.e., productivity, job satisfaction, workplace challenges, work-related attitudes, and employee participation, the highest mean is related to the variable of productivity, which is equal to 3.80 (SD =.805). From this, it is inferred that employees strongly agreed that during COVID-19 their productivity in sales and services has decreased as compared to the pre-pandemic phase, they are experiencing work-related stress as well as the level of quality has declined, and the lowest mean is related to the variable Job Satisfaction, which is 3.63 (SD =.889).

Regression Analysis

H₁: Work-related Attitudes during pandemic has effect on productivity of bank employees.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.415 ^a	.172	.164	.73675

a. Predictors: (Constant), Work-related Attitudes

Table 7: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.610	1	11.610	21.390	.000 ^b
Residual	55.908	103	.543		
Total	67.518	104			

a. Dependent Variable: Productivity
b. Predictors: (Constant), Work-related Attitudes

From the output table, it was observed that employee productivity is a dependent variable and work-related attitudes are an independent variable. By predicting independent variables, the overall model explains approximately 41% (R value - 0.415). The F Statistics (21.390) shows a higher value, which means the model is fit for further interpretation. The significance value is 0.000, which is less than 0.05 at the 5% significance level and it indicates the independent variable has a positive and significant impact on the dependent variable.

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	.349		6.370	.000
	Work-related Attitudes	.427	.092	.415	4.625	.000

a. Dependent Variable: Productivity

Table 8 provides the results of the model predicting productivity through the variable "work related attitude." An independent variable has a positive and significant relationship with the productivity of bank employees. Regression analysis leads us to accept H₁ hypotheses, which postulate a significant and positive relationship between work-related attitude and productivity (P =.000).

Correlation Analysis

H₂: There is significant impact of the type of bank the employee belongs to on job satisfaction during COVID-19.

Table 9: Correlations

		The Type of Bank in which you Work	Job Satisfaction
The type of bank in which you work	Pearson Correlation	1	.159
	Sig. (2-tailed)		.106
	N	105	105
Job Satisfaction	Pearson Correlation	.159	1
	Sig. (2-tailed)	.106	
	N	105	105

Thus, the correlation coefficient $r = 0.159$, which indicates a 15% positive relationship between the type of bank in which an employee works and job satisfaction. Since P value (0.106) is more than 0.05, the null hypothesis H₀ is accepted at 5% level of significance and it is concluded that there is insignificant relationship between type of bank in which employee works and job satisfaction.

Findings

This study discovered the effects of the COVID-19 epidemic on the productivity and satisfaction of bank personnel. Work-related attitudes, workplace challenges, job satisfaction, employee participation, and productivity were revealed to be five key determinants. Various factors, such as decreased productivity in sales and service, work-related stress, decreased focus while operating, a lack of task capacity, and a decrease in quality all have an impact on bank employees' productivity in COVID-19. Satisfied with management, work-life balance during the pandemic, work-obligation distribution during the pandemic, and flexible working hours are the components of job satisfaction during COVID-19. Pandemic has reduced worker productivity. Therefore, a recovery plan is needed to deal with the current undesirable scenario. The study's findings indicate the effects of the epidemic on bank personnel's attitudes and their impact on productivity. Banks must create measures and techniques to boost employee engagement programs. The authors discovered that during the COVID-19 outbreak, employees' work-related anxiety had a negative influence on work efficiency and employee satisfaction. The findings have important consequences for the banking system and will contribute to a better workplace environment.

Conclusion

According to the studies, COVID-19 has had an impact on the systems and practices in the Indian banking sector. Bank workers must pay considerable attention to building a consistent program for workplace safety and health. Banks must establish metrics and methods to improve employee productivity. Employees must be given the means to generate an environment that encourages and supports a committed professional life. This would also have an impact on the bank's multiple initiatives. Workplace relationships are also crucial in increasing employee productivity. Because their concentration while operating has dropped, their job capacity has also decreased, affecting the total productivity of bank staff. The authors observe that having a positive attitude at work during the COVID-19 pandemic improved their job satisfaction. However, there is no relationship between the type of bank in which an employee works and job satisfaction.

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