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THE EFFECT OF COVID-19 ON THE ORGANIZATIONAL PERFORMANCE OF EMPLOYEES IN THAILAND

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ABSTRACT

Pandemics such as Covid-19 are a severe pandemic with significant consequences for both business and employees' performances globally which Thailand is no exception. The Covid-19 related impact on the productive economic mechanisms such as the employees through domestic lockdowns has disrupted the world of the working class in the first and second quarter of 2020 in Thailand. There are threatening economic signals that this might deepen in the remaining months of this year. The entire sectors (medium or high) at risk experienced low economic output due to Covid-19 that diminish working hours and wages or worse still complete job loss especially in the second quarter of the pandemic in Thailand. The job disruption has affected 6.6 to 7.5 million workers in the first quarter of 2020. The paper cited the research gap of crisis attributed to the financial crisis and natural disasters which Covid-19 is the first to cripple global economies more any natural or artificial crises. The focus is on how to counter-intuitive implications for workers (human resources) functioning in Covid-19 period that suggest organizational fair forums to manage and supervise corporate responses to employees' conditions for encouraging business recovery in Thailand. The paper cites the role of organizational management in mitigating the effects of Covid-19 through labour retention, employee performance, and other variables such as pay cuts, businesses lockdown/shut down and operational shifts.

INTRODUCTION

COVID-19 has now been a pandemic impacting the entire planet since its initial launch in China. This report reflects on the effect of the virus on Thailand's labour market. With significant diminishes or stoppages in the mobility of persons, plus tourists, and significantly damaged flow of products and services through global value chains, the impact of the virus has brought to a standstill in Thailand, as elsewhere, the typical platforms of economic production(Hartmann & Lussier, 2020).Export-oriented manufacturing and tourism remained significant segments of Thailand's economy in 2019, with 18% and 39% respectively of GDP shares. It is precisely these two industries that are pinpointed as most fragile in the face of demand and supply-side shocks connected with the COVID-19 crisis, bringing in an extremely precarious position the millions of tourism-related and manufacturing workers in Thailand(Goodwin et al., 2020).

The economy of Thailand was still declining in 2019 (GDP growth rate of only 2.4% and employment projections for 250,000 below the number of workers in 2018). The latest forecast of the IMF to decrease GDP by 6.7 per cent in 2020 shows the magnitude of the COVID-related that struck Thai economy. Workers and those dependent (i.e. children) on their earnings are already endangered by severe repercussions of the economic crisis inflicted by COVID-19(Sohrabi et al., 2020).In Thailand, the risk of infection with COVID-19 is comparatively small, and the spread has been gradual. Thailand numbered 3,084 cases of COVID-19 infections as of 1 June. At the time, the global estimates were about 6.4 million. The government has been stepping up its efforts to curb the transmission of the virus since late March when most of the reported cases were transmitted locally. The Premier Minister signed an immediate order to monitor the pandemic on 25 March 2020(Acter et al., 2020).

Thus, all colleges, hospitals, stores, shops, dine-in restaurants, salons, spas, gyms, beauty parlours, amusement parks, sporting centres, convention centres, cinemas, and theatres were eventually locked. The directive excluded stores, fresh food markets and restaurants (i.e. selling delivery meals). Local schools, already on their summer breaks, have been ordered to postpone students' return from May to July.During the first quarter of 2020, the average working hours in Thailand declined slightly by 6%, which is approximately equal to the loss of 2, 2 million full-time jobs (presuming a 40-hour working week). The decline is projected to accelerate in the second quarter to around 10 per cent, thereby increasing the total reduction to a full-time equivalent of 4 million workers.

Jobs in the informal sector are the workers most severely impacted by the COVID-19 crisis because of their lack of stability of employment and absence from specific social safety initiatives. Already, in the first quarter of 2019 and the first quarter of 2020, the ten sectors with the most significant numbers of regular and seasonal staff have seen a decline of about half a million employees(Narula, 2020).Some of the COVID-19's significant effects on

Thailand's labour market would be a rise in worker deprivation as the number of jobs estimated in terms of hours working declines along with falling economic activities. Earnings loss among informal sector workers will drag many across the poverty threshold. As a consequence, Thailand's share of the working poor is projected to grow from 4.7 per cent this year to around 11 per cent of total jobs(Acter et al., 2020). The table below demonstrates the contribution of workers inputs during Covid -19 in Thailand.

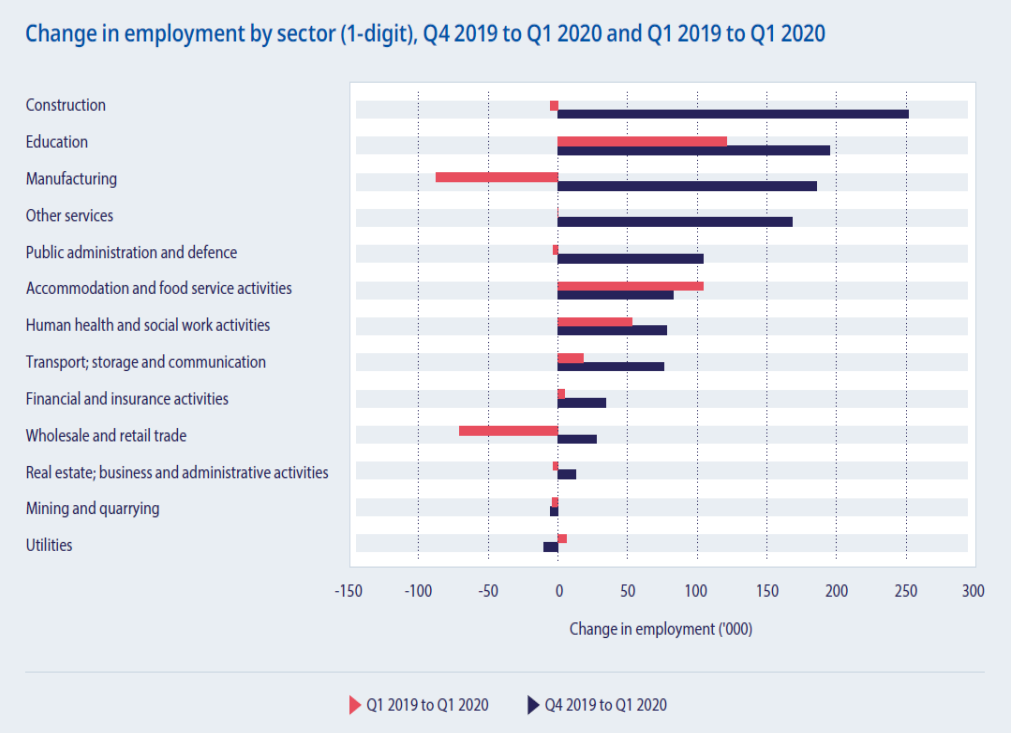
Table 1: Manufacturing production indices by sector

Manufacturing production indices by sector

Manufacturing production index (2016=100)	2018	Dec. 2019	Jan. 2020	Feb. 2020	Mar. 2020	Apr. 2020	% change	
							Dec. 2019 to Apr. 2020	2018 to Q1 2020
Manufacturing Production Index (% change)	**3.7**	**-4.4**	**-4.0**	**-5.2**	**-11.2**	**-6.8**		
Total index (2016=100)	**105.6**	**98.9**	**103.9**	**100.9**	**103.7**	**79.0**	**-19.9**	**-2.8**
Food products	110.2	113.9	128.8	117.1	109.8	99.7	-14.2	8.4
Beverages	99.0	111.7	100.7	107.6	120.6	70.0	-41.7	10.6
Tobacco products	69.0	64.2	69.5	58.2	59.6	53.2	-11.0	-6.6
Textiles	103.5	86.0	89.9	95.5	96.1	63.3	-22.7	-9.7
Wearing apparel	100.0	101.7	99.3	99.7	88.5	85.2	-16.5	-4.2
Leather and related products	103.9	101.8	111.4	102.7	103.0	84.4	-17.4	1.8
Paper and paper products	107.3	100.5	111.7	108.1	117.5	106.6	6.1	5.2
Coke and refined petroleum products	110.8	111.6	107.2	101.9	104.7	89.5	-22.1	-6.2
Chemicals and chemical products	106.2	94.1	98.6	93.6	110.2	105.0	10.9	-5.4
Basic pharmaceutical products and pharmaceutical preparations	121.9	138.0	124.3	147.9	156.0	160.5	22.5	20.8
Rubber and plastics products	103.0	96.2	99.5	97.3	96.7	78.5	-17.7	-5.2
Other non-metallic mineral products	102.4	95.3	99.8	107.4	110.5	96.9	1.6	3.5
Basic metals	106.2	86.5	98.9	88.9	89.6	79.6	-6.9	-13.8
Fabricated metal products, except machinery and equipment	98.9	83.9	86.8	86.2	90.4	81.3	-2.6	-11.1
Computer and electronic products	100.9	99.7	90.0	90.0	91.9	100.0	0.3	-10.3
Electrical equipment	98.5	85.9	93.2	93.2	92.1	96.6	10.7	-5.7
Machinery and equipment n.e.c.	93.1	91.1	113.5	113.5	112.7	132.4	41.3	20.1
Motor vehicles, trailers and semi-trailers	112.0	86.1	98.2	98.2	92.4	93.8	7.7	-15.7
Other transport equipment	104.2	103.1	105.0	105.0	102.3	80.3	-22.8	-0.1
Furniture	96.8	85.7	90.7	90.7	86.3	83.2	-2.5	-7.6
Other manufacturing	96.6	88.4	88.2	88.2	86.8	90.5	2.1	-8.9

Source: The Office of Industrial Economics, available from Bank of Thailand "key economic indicators".

Figure 1

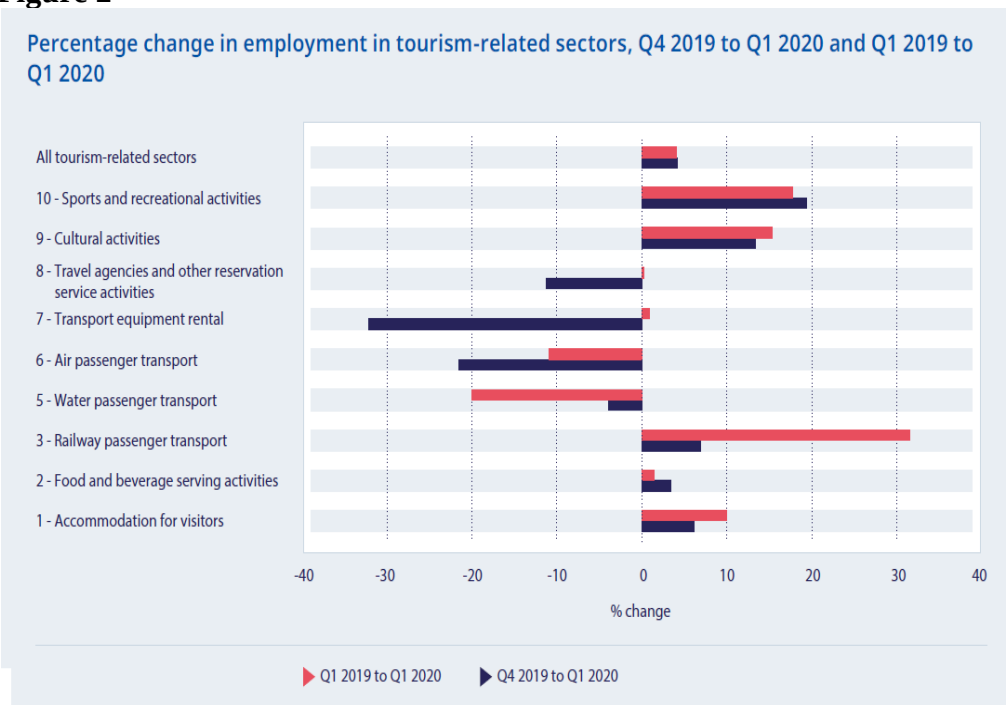


Source: ILO assessment based on Thailand National Statistics Office, Labour Force Survey data, 2019 and 2020.

The effects of convid-19 on employees' performance

The decline in job opportunities between the fourth quarter of 2019 and the first quarter of 2020 was due entirely to the sizable deterioration between the two-quarters of over one million jobs in the agricultural sector. That is probably a reflection of the current climate situation in the country. Between the fourth quarter of 2019 and the first quarter of 2020, the number of people working in all industries except forestry, services and mining rose (Figure 1). The contrast is made to restrict seasonal impacts in the first quarters of 2019 and 2020. There are new industries that are shown to be declining in the number of workers working.In comparison to agriculture, the falls in job statistics in the first quarters of 2019 and 2020 are the highest in the wholesale and retail trading and industrial industries, with 157,000 workers declining in jobs in all fields combined. Smaller declines were also seen in government, construction, real estate, and other services. The jobs continued to grow in the housing and food services industry, as well as in the transport sector, which is tourism-related industries, show the lagging impact of the crisis (Hartmann & Lussier, 2020 and Crick & Crick, 2020).

Figure 2



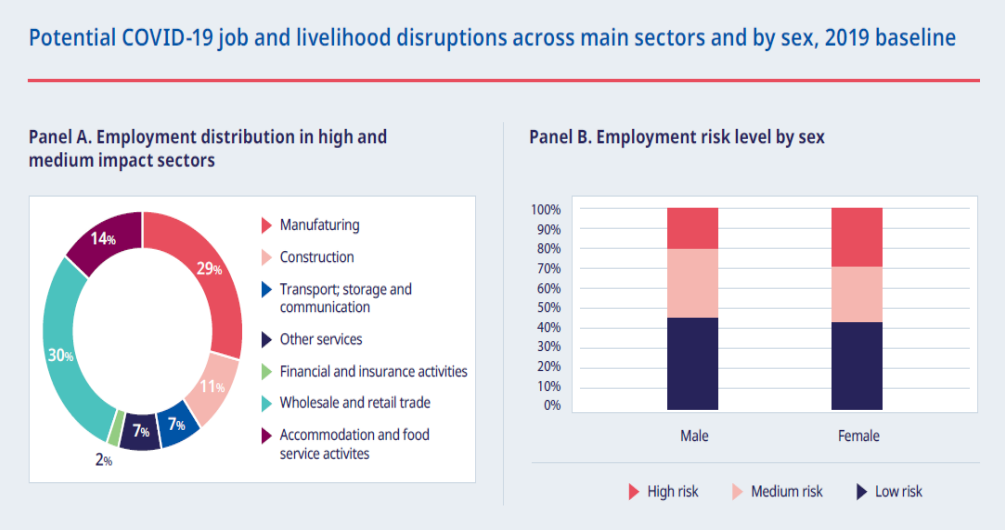
Source: ILO assessment related to Thailand National Statistics Office, Labour Force Survey data, 2019 and 2020.

Given the decline in tourist numbers towards the ending of the 2020 first quarter, as foreign travel to Thailand was still feasible until the end of March, and the outburst of the virus slowly occurred throughout the time, jobs in tourism-related sectors has not yet been adversely affected. Generally, employment details in tourism-related industries as a whole rose by 139,000 employees or 4 per cent from Q4 2019 to Q1 2020 (Figure 2). As of Q1 2019, the growth in jobs attributable to tourism was 145,000 individuals (4.2 per cent). The job impacts of COVID-19 already began to diminish (from Q4 2019) only in the sub-sectors of the water transport sector and air transportation services.It will undoubtedly be noteworthy to see the results with the results of the subsequent quarter when the country's hotels and other tourist sites were under total lockdown.

One potential early indication of the effects of the COVID-19 crisis is the rapid accelerated number of employees unexpectedly away from work during the first quarter of 2020. The figure grows by 17.8 per cent from 562,000 to 662,000 compared with the first quarter of 2020. The COVID-19 crisis offered various excuses, such as workplace cuts, illness or quarantine, for a worker to stay working while still away from work. In other industries, leisure and sports, music, medical, science and technological training, administrative and support facilities, as well as staff in the textile industry, the sectors showed significant rises (100 per cent or more) in the amount of "working yet temporarily absent" individuals. The measure will be closely monitored

because it may be an indication of more job cuts occurring in the immediate future as more employees. They are already away from work end up moving into unemployment. It could even be that this measure is that certain people are turning up on telework.

Figure 3



Source: ILO assessment based on Thailand National Statistics Office, Labour Force Survey data, 2019.

The effects of convid-19 on organizational performance in Thailand

The new COVID-19 global survey by the ILO predicts that active working hours across the world will decrease by 10.7 per cent from the last quarter of 2019 to the second quarter of 2020, which is equal to the reduction of 305 million full-time jobs (ILO 2020). The ILO Monitor also recognizes what the hardest-hit sectors are expected to be in terms of decreasing working hours and job interruption. The primary industries that are projected to see a significant diminish in production and a high probability of labor displacement – at global level – plus retail trade, lodging and food services, mining and real estate and business services (Donthu & Gustafsson, 2020).

The organizational impact of the Q2 2020 crisis will rest on the bedrock of economic disruptions in each sector adversely affected, and the size of the workforce. To some extent, the results of Thailand's first-quarter labor force survey affirm the forecasted sectoral disruptions recognized in the ILO monitor. However, the sectoral threats of each country are anticipated to vary according to their specific business structures and the approval process of COVID-19 lockdown policies. The workforce in Thailand (see figure 3) was seen to be declining in what the monitor viewed as high-impact sectors (manufacturing, retail trade, wholesale and real estate excluding housing and food services)(Donthu & Gustafsson, 2020).Even where Q1 2020 outcomes do not yet ascertain the expected disruption – as, for example, in the tourism

sector – the paper certainly sees the interruption in the second quarter outcomes; also recall that the labor market adjustments that occur in the industries struck by the COVID-19 recession will emerge first. That will lead to reduced working hours and wage cuts rather than job cuts as employers try to hold on to employees and some pretence of activity as long before their pay cheques falls.

The effects of convid-19 on organizational performance on a global scale.

The COVID-19 pandemic has now had drastic, rippling consequences through global economic operations in every area of the world (Bofinger et al., 2020). In an attempt to flatten the curve of outbreak levels, many nations around the globe have implemented sweeping prohibitions (e.g., quarantines, lockdowns and closing of physical shops and businesses) to secure the operation of healthcare facilities (Michie, 2020). Such cuts have, unsurprisingly, had an enormous, direct effect on nearly any sector's economic development.Activities including direct communication with customers and service suppliers, for example, have been adversely impacted by travel limits and social barriers (Giritli Nygren & Olofsson 2020). The closing of the market has also raised the costs of households and companies saving. Many businesses either risk bankruptcy or decrease their manufacturing capacity, contributing to increased unemployment and underemployment (Bofinger et al., 2020). A sustained lockout further raises the possibility of a significant rise in corporate and government debt that might extend the stabilization process from the COVID-19 crisis (Donthu & Gustafsson, 2020).

LITERATURE REVIEW

The study performed a critical review by comparing and contrasting the works of various authors that related to the research topic which is highlighted in a tabular diagram in the appendix section to identify possible gaps and theories adapted. The secondary results on twelve (12) papers showed that there were inadequate empirical investigations into the strategy methodologies of accessing the effects/impacts of Covid-19 on organizational and employees' performances in Thailand. The paper cites the effects of Convid-19 on organizations and employees as reduced working hours (Hartmann & Lussier, 2020), pay cuts (Verma & Gustafsson, 2020; Barrero et al., 2020 and Hartmann & Lussier, 2020). Other includes operational business shifts (Crick & Crick, 2020), employees retention and businesses lockdown/shut down (Crick & Crick, 2020). The paper utilizes related theories to complement its study of the effects Convid-19 on organizational and employees' performance in Thailand to pinpoint the essence of the health model of operation (for businesses and employees) (Mendiola, 2020).

Previous Studies Related to the Topic.

S/N	Author/ Year	Disaster	Methodology Applied	Findings	Research Gaps
1.	Hartman & Lussier, 2020	Pandemic Covid-19	Qualitative	The paper found that the impact of Covid-19 on B2B sales force varies.	The paper focused more on the impact of Covid-19 on sales only.
2.	Goodwin et al., 2020	Pandemic Covid-19	Qualitative	The paper found that anxiety can influence desirable and undesirable traits during Convid-19 pandemic in Thailand	The paper cited insufficient contributions to employees and organizational performance during Convid-19.
3.	Sohrabi et al., 2020	Pandemic Covid-19	Qualitative	The paper discussed the consequences of Convid-19 to business and non-business sectors.	The main research gap is insufficient emphasizes on employees and firms operational performances during the period.
4.	Acter et al., 2020	Pandemic Covid-19	Qualitative	The paper concentrated most on Convid-19 mode of transmission.	There is an absence of business or employee impact of Convid-19.
5.	Crick & Crick, 2020	Pandemic Covid-19	Qualitative	The paper concentrated on striking a balance between risks and rewards.	There is a geographical research gap because this paper focused on Thailand.

6.	Verma & Gustafsson, 2020	Pandemic Covid-19	Qualitative	The paper concentrated on the impacted of Convid-19 on a global scale.	There is a geographical research gap because this paper focused on Thailand.
7.	Michie, 2020	Pandemic Covid-19	Qualitative	The Convid-19 had lead to a global recession affecting economies.	The paper considered the effect of Convid-19 on a global scale with less emphasizes on Thailand.
8.	Donthu & Gustafsson, 2020	Pandemic Covid-19	Qualitative	The Convid-19 had negative consequences across the globe.	The paper focused more on marketing and consumer behaviour than employees and organizational performances.
9.	Kumar et al., 2020	Pandemic Covid-19	Qualitative	The paper found industry 4.0 as a significant mechanism for minimizing the effects of Convid-19.	The paper concentrated on industrial performance and neglected Convid-19 effects on employees' performance.
10	Kuckertz et al., 2020	Pandemic Covid-19	Qualitative	The paper discussed the negative consequences of Convid-19 on start-ups.	The paper neglected to consider the effects of Convid-19 on start-ups from different geographical regions.
11.	Seetharaman, 2020	Pandemic Covid-19	Qualitative	The paper proposed a strategic business operational shift from	The paper neglected the effects of Convid-19 on employees.

				the previous model of operation.	
12.	Mazur et al., 2020	Pandemic Covid-19	Qualitative	The paper discovered that firms' revenue earning varies during the Convid-19.	The paper concentrated mainly on firms' revenue generation during the Convid-19.

Source: Author

Hypotheses development

The hypotheses in this study address the study gaps found in past studies related to this topic.

Hypothesis (H1): Employees' pay cuts.

S/N	Relationship between variables	Dependant variable	Researcher	Industrial Sector	Abbreviation
1.	C19→SFO	SFO	Hartmann & Lussier, 2020	Business-to-business (B2B).	Covid-19 = C19 Salesforce and organization outcome = SFO
2.	AT + IN → OC	OC	Kim et al., 2011	Hospitality industry	Attitude = AT Influence = IN Organizational Commitment = OC
3.	D → C19	C19	Verma & Gustafsson, 2020	General business	Covid-19 = C19 Disruption = D
4.	W→C19	C19	Dey & Loewenstein, 2020	Workers in the US	Covid-19 = C19 Workers = W
5.	PC→EC	PC	Blake et al. 2010	General Workers in the US.	Perceived Constraints = PC Employment Characteristics = EC
6	D→P	D	Kuckertz et	Start-ups	Disruption = D

.			al., 2020		Pressure = P

Source: Author

Hypothesis (h1a): workers' pay cut has an influence on employees' and organizational performances during convid-19.

Dey & Loewenstein (2020) accesses the potential impact of shutdowns on workers' pay and establishments' revenue. Verma & Gustafsson (2020) pinpointed that Convid-19 has forced businesses to reduced working hours and wages. Hartmann & Lussier (2020) noted that due to the Convid-19 pandemic, organizations had adopted strategic measures such as temporary pay cuts. This paper cites that employees, temporary pay cuts have a negative influence on workers' performance during the Convid-19 pandemic because workers are not lay-off their jobs with unfair pay cuts (Barrero et al., 2020). The workers' pay cuts are better than jobs lay-off during the Convid-19 because the temporary pay cuts income is more manageable than zero income that can influence employees' performance during the Convid-19 period (Andika & Darmanto, 2020). This paper concludes that workers' pay cuts have fairly significant on employees' and organizational performances during the Coonvid-19 pandemic in Thailand.

Hypothesis (H1b): Workers' pay cut has zero influence on employees' and organizational performances during Convid-19.

Blake et al. (2010) predicted employment characteristics such as the ability to work from home and specific pay cuts, which tends to be fair due to pandemic rather layoffs. The flexibility of payment option (payment delays, direct payments and wage subsidies) demonstrates zero influence on employees' and organizational performance, which are temporary initiatives undertaken during Convid-19 to prevent layoffs and complete shutdown of businesses (Kuckertz et al., 2020). Kim et al. (2011) argued that employee empowerment (temporary pay cut) has a motivational effect on organizational performance during Convid-19. The paper concludes that workers' pay cut as zero influence on employees' and corporate returns during Convid-19 since workers are willing to accept healthy working conditions even with specific pay cuts.

Hypothesis (h2): reduced working hours

S/N	Relationship between variables	Dependant variable	Researcher	Industrial Sector	Abbreviation
1.	C19→SFO	SFO	Hartmann & Lussier, 2020	Business-to-business (B2B).	Covid-19 = C19 Salesforce and organization outcome = SFO
2.	D→P	D	Kuckertz et al., 2020	Start-ups	Disruption = D Pressure = P
3.	I = SC	SC	Kumar et al., 2020	General industry	Industry 4.0= I Supply chain = SC
4.	PC→EC	PC	Blake et al. 2010	General Workers in the US.	Perceived Constraints = PC Employment Characteristics = EC

Source: Author

Hypothesis (h2a): reduced working hours has an influence on employees' and organizational performances during convid-19.

The shortage of human resources is traceable to fear of getting infected, reduced wages, weak incentives to work and household safety have significantly impacted on workers' attitude to work (Kumar et al., 2020). Hartmann & Lussier (2020) pinpointed that Convid-19 has affected the operational hours and productive capacity of industries due to reduced working hours that caused production disruption globally. According to Kuckertz et al. (2020), there are initiatives supported by the government to protect organizations and start-ups affected by the COVID-19 catastrophe. This includes tax support, government assistance for short-hour work, improved guaranteed banks' policies, as well as loans and particular programs provided by state-owned banks. It means organizations and employees are significantly influenced by reducing working hours. For instance, reduced working hours had caused organizational to perform below optimum capacity, and employees receive reduced pays (pay cuts).

Hypothesis (H2b): Reduced working hours has zero influence on employees' and organizational performances during Convid-19.

According to Blake et al. (2010) predictions and forecast, reduced working hours has zero influence on employees' and organizational performances because businesses should permit employees' absence during pandemic (Convid-19) due to personal and household illnesses. This paper pinpoints the flexibility granted to workers during the Convid-19 has reduced the adverse effects as businesses can attain their target in a long-run.

Hypothesis (h3): business operational shifts.

S/N	Relationship between variables	Dependant variable	Researcher	Industrial Sector	Abbreviation
1.	D → C19	C19	Verma & Gustafsson, 2020	General business	Covid-19 = C19 Disruption = D
2.	C19→BU	C19	Donthu & Gustafsson, 2020	Marketing Industry	Covid-19 = C19 Business = BU
3.	C19→SFO	SFO	Hartmann & Lussier, 2020	Business-to-business (B2B).	Covid-19 = C19 Salesforce and organization outcome = SFO
4.	D→P	D	Kuckertz et al., 2020	Start-ups	Disruption = D Pressure = P
5.	I = SC	SC	Kumar et al., 2020	General industry	Industry 4.0= I Supply chain = SC

Source: Author

Hypothesis (H3a): Business operational shifts have an influence on employees' and organizational performances during Convid-19.

Verma & Gustafsson (2020) argued that Convid-19 had affected all segments of human endeavor, which include employees and organizational performances. This paper pinpointed that employees' contributions to organizational are linked directly to businesses performances which is inseparable. The motive that human safety comes before economic sustainability by Verma & Gustafsson (2020) means that Convid-19 has effected damages to business across industries leading to operational business shifts as an avenue for businesses' survival.

Hypothesis (h3b): business operational shifts have zero influence on employees' and organizational performances during convid-19.

The fact that online firms, the online entertainment industry and online sopping enterprises are booming without any adverse effect on sales/returns. It means that Convid-19 has zero impact on employees (employees of listed industries) and organizational performances (especially online firms) (Donthu & Gustafsson, 2020). The general motion byVerma & Gustafsson (2020), Kuckertz et al. (2020), Hartmann & Lussier (2020),Barrero et al., (2020) and Kumar et al., (2020) concerning Convid -19 might be wrong because online businesses are experiencing high returns due to the pandemic.

Hypothesis (h4): employees retention.

S/N	Relationship between variables	Dependant variable	Researcher	Industrial Sector	Abbreviation
1.	C19→SFO	SFO	Hartmann & Lussier, 2020	Business-to-business (B2B).	Covid-19 = C19 Salesforce and organization outcome = SFO
2.	I = SC	SC	Kumar et al., 2020	General industry	Industry 4.0= I Supply chain = SC
3.	C19→BU	C19	Donthu & Gustafsson, 2020	Marketing Industry	Covid-19 = C19 Business = BU
4.	BMS→C19	BMS	Seetharaman, 2020	General Business	Business models shift = BMS Covid-19 = C19

Source: Author

Hypothesis (H4a): Employees retention has an influence on employees' and organizational performances during Convid-19.

The effect of tragic industrial lockdown globally triggered damages, as 94% of the 1000 enterprises (Fortune companies) that comprise small and medium firms (Kumar et al., 2020). Hartmann & Lussier (2020) pointed out that significant effects, non-linear effects, and cascading effects (i.e. an effect that happens as a result of another system effect) and result in increased-level outcomes. For instance, loyalty, organizational issues or risk reduction, at sales-level, efficiency and retention of employees not displayed by, or attributed solely to individual parts. It means the lockdown and tighter

distribution of goods and services to cope with the epidemic resulted in severe disruptions, particularly those considered vital to humans (Kumar et al., 2020).

Hypothesis (h4b): employees retention has zero influence on employees' and organizational performances during convid-19.

The significant improvement in the online businesses across the globe as a result of Convid-19 because companies engage in remote activities (workers are working from home) that increase internet subscription (Donthu & Gustafsson, 2020). The statement that enterprises that create and sell information products and services continued to work. Whereas, thus providing physical products were forced to cut operations or shut down temporarily, particularly labour-intensive enterprises (Seetharaman, 2020).

Hypothesis (h5): businesses lockdown/shut down.

S/N	Relationship between variables	Dependant variable	Researcher	Industrial Sector	Abbreviation
1.	BMS→C19	BMS	Seetharaman, 2020	General Business	Business models shift = BMS Covid-19 = C19
2.	C19→BU	C19	Donthu & Gustafsson, 2020	Marketing Industry	Covid-19 = C19 Business = BU

Source: Author

Hypothesis (h5a):businesses lockdown/shut down has an influence on employees' and organizational performances during convid-19.

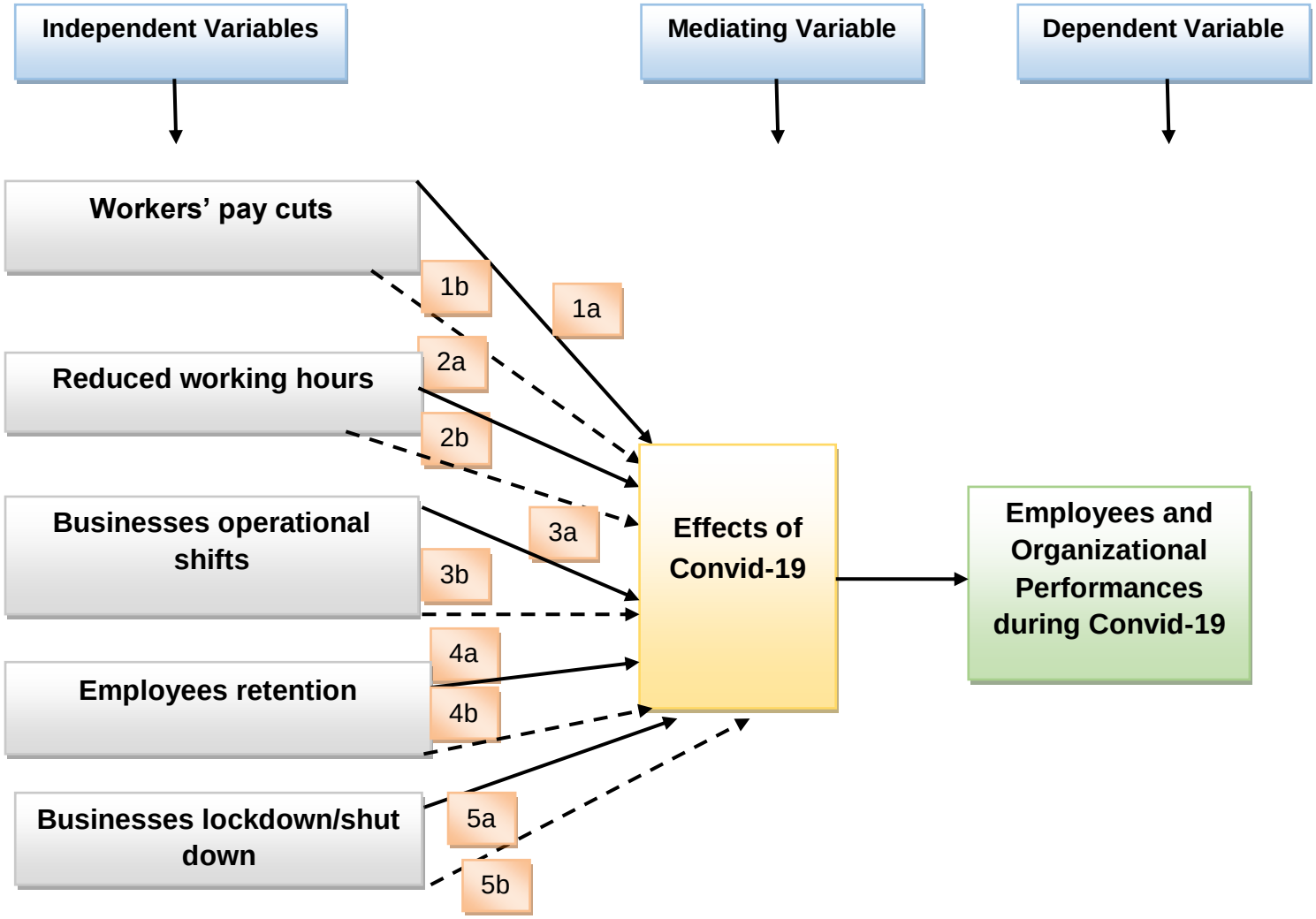
The Convid-19 infection is expected to trigger bankruptcy for many common industries when customers remain at home, and economies are shutdown (Donthu & Gustafsson, 2020). It means Convid-19 global epidemic prompted various corporations to close down that caused an unprecedented instability in vast industrial regions globally (Donthu & Gustafsson, 2020).

Hypothesis (h5b): businesses lockdown/shut down has zero influence on employees' and organizational performances during convid-19.

Therefore, companies that produce and distribute knowledge goods and services continued to operate. At the same time, those that provide physical items were forced to reduce operations or briefly shut down, particularly labor-intensive enterprises(Seetharaman, 2020). The exception of the online industry from the sector affected by Convid-19 means the pandemic has zero

influence on businesses lockdown/shut down as employees and their management enjoy fantastic return due to high patronage of the online/internet industry (Donthu & Gustafsson, 2020).

2.3. Conceptual Model



H1: State that there is a relationship that is unlikely to be by chance. (Non dash arrows)

H0: State that there is no difference in the relationship. (Dash arrows)

RESEARCH THEORETICAL AND PRACTICAL IMPLICATIONS

Research theoretical

The study contributes to the survival mechanisms for both employees and organizations because both are interrelated connected to each other because without employees, organizations cannot perform actively in the economy and without organizations to work there will be no employees(Saxena, 2014).

Practical implications

This study presents empirical shreds of evidence that employees and organizations can survive the harsh effects of the Convid-19 through the adaptation of health and operational strategies which is just for a short time. Apart from the online businesses sector experiencing an economic boom, other industries that sell physical goods are encouraged to adopt operational business shifts which is the best option suggested in this paper.

DISCUSSION AND RECOMMENDATIONS

Through this study, useful metrics recognized that studied the partnership between workers during Convid-19 with the organizational results. Thus the intention of this paper was accomplished with success. Nonetheless, a variety of fields are already unclear, so potential work needs to explore. First, the same research can be done in the future by collecting data from more sectors of Thailand with each sector 's view of research due to sudden trends that may emerge. Through this, the analyses will be able to compare different industries that study the same subject of the project and provide appropriate recommendations for each. Second, this research examines the influence of various factors on employee and organizational performance as a whole. Future research should also analyze the association between this study's same independent variables with at least the three components of organizational performance: wage reductions for staff, structural changes, and retention of employees.

CONCLUSION

Fresh guidelines suggested by this paper for the sustainability of companies and workers frequently emerge during transformation times. However, as it should, as the recession subsides, while it can leave an economic crater behind real economic worth, it is once again the ultimate arbiter of economic performance (Porter, 2001). Throughout the immediate term, the C-19 issue has forced companies to search into automated alternatives or find methods of providing their goods and services with limited and secure human interaction. Such options have provided businesses with incentives to be creative in redesigning their current goods; developing emerging digital products and services; or rethinking their platforms and processes for product and service delivery. It includes searching for competitive roles and collaborators in the modern environment who will help them accomplish this. To remain active in the current pandemic environment; businesses need to be flexible, possess diverse skills that will help them respond to the evolving times (Tronvoll et al . , 2020).

Future research direction

A future has been quoted in the conclusion, discussion and recommendation segments. For instance, operational shifts proposed will benefit the employees and businesses in general even as a short –term dimension to the pandemic challenges threatening workers and industries until the Convid-19 pandemic sink.

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