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# Employee Motivation While Succeeding Managerial Decisions Post Covid – 19 at Qess Corp Ltd, Bengaluru

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**ABSTRACT:** Employee motivation is a crucial aspect of any successful organization. It's the driving force that propels employees towards achieving their goals, which in turn contributes to the organization's overall success. An individual's deep-rooted beliefs are usually the strongest motivational factor. Such individuals show common qualities like acceptance, curiosity, honor, and desire to achieve success. Research has shown that praise increases intrinsic motivation, and so does positive employee feedback. Moreover, research says extrinsic rewards can sometimes promote the willingness of a person to learn a new skill set. Additionally, rewards like bonuses, perks, awards, etc., can motivate people or provide tangible feedback. Motivation, therefore, plays a very important factor and ensures employees remain active and contribute their best toward their organization. Furthermore, a high level of motivation leads to a lower level of employee turnover. In this paper authors have made an empirical study in Qess Corp Limited to identify and recommend the importance of employee motivation while taking managerial decisions, especially post covid-19.

## I. INTRODUCTION

Qess Corp Limited, often referred to simply as Qess, stands as India's premier business services provider, recognized for its profound industry expertise and cutting-edge digital platforms, which drive client productivity through outsourced solutions. Offering an array of technology-enabled staffing and managed outsourcing services, our expertise spans various domains, encompassing sales and marketing, customer care, after-sales service, back-office operations, telecom operations, manufacturing operations, facilities and security management, as well as HR, finance, IT, and mobility services. Our unwavering commitment to excellence, coupled with our proprietary digital platforms, has solidified our position as India's largest private sector employer and the country's leading integrated business services provider. With a workforce exceeding 567,000 employees across nine countries, we proudly serve over 3,000 clients. Founded in 2007, Qess has swiftly emerged as a beacon of innovation and efficiency, setting new standards in the industry. Our purpose is clear: to build a leading institution that enhances client productivity by outsourcing and optimizing key business processes while prioritizing the satisfaction of our employees, customers, and investors. At the heart of our operations lies a core value: the relentless pursuit of workforce productivity. This ethos permeates our business strategy, which revolves around empowering individuals through training and skill development, facilitating employment opportunities, streamlining workflows through digitization, and extending social security benefits to a broader employable population. Headquartered in Bengaluru, Qess boasts an unparalleled geographic presence, with over 96 offices spread across India, South East Asia, North America, and the Middle East. Our extensive reach, coupled with our technological prowess and domain specialization, underscores our commitment to delivering exceptional service.

### Industry Profile

Qess Corp Ltd, headquartered in Bengaluru, is a leading Indian business services provider founded in 2007. Specializing in workforce management, operating asset management, and IT solutions, Qess serves diverse sectors like IT, retail, and healthcare globally. The company excels in staffing, facility management, and digital transformation services. Qess drives growth through innovation and strategic acquisitions, maintaining strong financial performance and a commitment to sustainability and corporate governance.

Qess Corp operates through various segments:

1. **Workforce Management:** This includes staffing solutions, skill development, and recruitment process outsourcing. Qess provides both temporary and permanent staffing solutions, ensuring flexibility and scalability for businesses.
2. **Operating Asset Management:** This segment focuses on integrated facility management, industrial operations, and related services. Qess manages assets for enterprises, ensuring efficient operation and maintenance.
3. **Global Technology Solutions:** Qess offers IT services, including cloud computing, cybersecurity, application



development, and IT infrastructure management.  
The company supports businesses in digital transformation and technological advancement.

### Company profile

Quess Corp Ltd, based in Bengaluru and established in 2007, is a leading provider of business services in India. It focuses on workforce solutions, asset management, and IT services across various sectors such as IT, retail, and healthcare. Known for its expertise in staffing, facility management, and digital services, Quess fosters growth through innovation and strategic acquisitions, ensuring robust financial health and a dedication to sustainability and corporate governance.

### Nature of business

Quess Corp Ltd operates in the business services industry, offering a diverse range of solutions. Its primary areas of focus include:

1. Workforce Management: Providing staffing solutions, recruitment process outsourcing, and skill development services for various sectors.
2. Operating Asset Management: Offering integrated facility management and industrial operations to ensure efficient asset maintenance.
3. Global Technology Solutions: Delivering IT services such as cloud computing, cybersecurity, application development, and IT infrastructure management.

These services cater to industries like IT, retail, healthcare, hospitality, and manufacturing, helping businesses enhance their operational efficiency and technological capabilities.

### Products/ Service Profile

Quess Corp Limited offers diverse services including staffing, recruitment, payroll management, IT solutions, facility management, and digital recruitment platforms. Their offerings ensure operational efficiency, compliance, and digital transformation, catering to various industries like IT, healthcare, and manufacturing, thereby empowering businesses with innovative and customized solutions.

### Achievements/Award

- Best Employer Brand Awards: Various years, including 2019, 2020, and 2021.
- Industry Recognition: Recognized in different years, such as 2018, 2019, and 2020.
- Corporate Social Responsibility (CSR) Awards: Received in various years, including 2017, 2018, and 2020.
- Technology and Innovation Awards: Acknowledged across different years, such as 2016, 2017, and 2019.
- Leadership Awards: Honored in various years, including 2015, 2018, and 2021.
- Supplier Excellence Awards: Received over different years, such as 2017, 2018, and 2020.
- Best Managed Company Awards: Recognized across various years, including 2014, 2016, and 2019.
- Employer of Choice Awards: Received in multiple years, including 2015, 2017, and 2020.

### Conceptual Background and Literature Review

The theoretical background of this study on employee motivation and workplace satisfaction post-COVID-19 draws on several established theories. Maslow's Hierarchy of Needs emphasizes the importance of fulfilling basic and psychological needs to achieve self-actualization. Herzberg's Two-Factor Theory differentiates between hygiene factors and motivators, underscoring the necessity of both to prevent dissatisfaction and enhance motivation. Self-Determination Theory (SDT) highlights the roles of autonomy, competence, and relatedness in fostering intrinsic motivation. The pandemic necessitated the integration of these theories with a focus on remote work, well-being initiatives, and mental health support to maintain and boost employee enthusiasm and satisfaction in the transformed work environment.

## II. LITERATURE REVIEW

(Almaslukh et al., 2022) During the COVID-19 pandemic, the Saudi financial sector faced considerable hurdles. The findings illustrate the beneficial and significant influence of these internal marketing tactics on job satisfaction, emphasizing their vital role in supporting employees during the epidemic and potentially afterward.

(Alrawashdeh et al., 2021) The COVID-19 epidemic put a tremendous burden on healthcare personnel, especially physicians, resulting in higher workloads and increasing physical and psychological anguish. Burnout, a common problem among healthcare workers, was worsened by the pandemic. Job happiness is critical for the well-being of healthcare professionals, since it influences job performance and retention. Physicians' experiences during the epidemic, including resource limitations and ethical quandaries, provide important insights into the issues that



healthcare workers face.

(Aman-Ullah et al., 2023) Existing research emphasizes the importance of pay in healthcare employee retention and turnover intentions. Job satisfaction has been identified as a potential mediator in this relationship, with studies indicating that proper compensation increases job satisfaction while decreasing turnover intentions in the healthcare industry (Smith et al., 2020; Hayes et al., 2018).

(Ataíde et al., 2023) According to the findings, workers are generally appreciative and contented at work. Gratitude accounts for 8% of job happiness on its own, with initiatives boosting job satisfaction and job security also having an impact on satisfaction levels. The study underlines the need of cultivating thankfulness in the workplace for increased job satisfaction, particularly in the aftermath of a pandemic.

(Battisti et al., 2022) The COVID-19 pandemic prompted an increase in remote labour enabled by digital technologies, but the economic and financial consequences for workers have been understudied. According to this mixed-methods study of 976 workers, many face severe economic consequences because of higher expenses for digital tools, utilities, and the absence of overtime and lunch vouchers. It also emphasizes the significance of psychological elements such as job satisfaction and technological stress in the decision to continue remote work after the epidemic.

(Chanana, 2021) During the COVID-19 pandemic, this study investigates organizational commitment and job satisfaction among male and female private school instructors. The data show that female instructors are more committed to the pandemic than their male counterparts, even though overall organizational commitment is low for both genders. Surprisingly, there is no substantial gender variation in job satisfaction ratings. During the pandemic, the study also finds a positive and significant association between organizational dedication and job satisfaction.

(Chiu et al., 2023) This study investigates the impact of public service motivation (PSM) in reducing police stress and job burnout, arguing that promoting PSM can reduce job burnout and improve officers' well-being, and urging for stronger government assistance for police to promote their public service motivation.

(Diab-Bahman & Al-Enzi, 2020) The purpose of this research is to offer HR policymakers with critical insights into the effects of abrupt changes in working conditions, particularly during the COVID-19 epidemic, as reported by employees—the major stakeholders. This research seeks to inform HR policies that are adaptable and aligned with workforce needs, job satisfaction, and overall well-being by analysing employee experiences and feedback through surveys and qualitative interviews, thereby facilitating effective response strategies to evolving work dynamics.

(De-la-Calle-Durán & Rodríguez-Sánchez, 2021) The pandemic of COVID-19 has had a severe impact on the workforce, producing psychological stress and anxiety. This research seeks to discover major determinants of employee engagement, which are critical for well-being in these unique times. Conciliation, cultivation, confidence, recompense, and communication are all factors. This study proposes a paradigm for increasing employee engagement and makes practical managerial recommendations.

(Diakos et al., 2022) A crucial research topic, job satisfaction, has a considerable influence on employee behaviour and workplace well-being. It is critical in healthcare since it pertains to patient care quality. The purpose of this study was to look at job satisfaction among 89 healthcare personnel at a COVID-19 emergency department. Overall discontent was discovered, with coworker connections being the most fulfilling component, whereas factors including as compensation and promotion ranked lower. Age and job type had an impact on communication and pay satisfaction, highlighting the necessity of evaluating job satisfaction for healthcare personnel during the epidemic.

(Kaur et al., 2022) The evaluation emphasizes the complexities of employee loyalty, its multiple dimensions, and the influence of pay recession. It addresses the move to remote work for college lecturers and IT professionals during the epidemic, emphasizing the difficulties encountered, such as stress and lower compensation. The study evaluates major elements impacting loyalty, demonstrating that communication and appreciation are critical in retaining employee loyalty.

(Rogowska & Meres, 2022) This study looks at the association between emotional intelligence, job satisfaction, and life satisfaction among teachers in Poland during the second wave of the COVID-19 pandemic. Existing research supports emotional intelligence as a predictor of job and life satisfaction, with job satisfaction moderating the relationship between emotional intelligence and life satisfaction to some extent. According to the study, developing emotional intelligence and assisting teachers in adjusting to distant learning can improve their well-being (Goleman, 1995; Judge et al., 2001).

(Uzkurt et al., 2023) Existing research stresses the importance of government assistance, such as short-term work allowances (SWA), in minimizing the economic impact of the COVID-19 epidemic on SMEs. It demonstrates how such metrics can positively influence employee job performance and motivation perceptions, benefiting both organizations and their workforce.

### III. RESEARCH GAP

"This research addresses the Qualitative, involving an analysis of information and data gathered from classic and current literature in the fields of Employee Motivation and Workplace Satisfaction post-COVID-19. Through the examination of existing literature, the researchers aimed to interpret concepts and phenomena related to these areas, conducting a content-driven Desk research. However, despite the comprehensive review, the study acknowledges limitations inherent in desk research, particularly in relying on secondary data sources which may not fully capture the nuances of the post-pandemic workplace landscape. This suggests a potential gap in the literature regarding a thorough exploration of the unique challenges and opportunities for fostering employee motivation and workplace satisfaction in the aftermath of the COVID-19 pandemic, especially in terms of understanding the long-term effects, identifying effective interventions, and considering the diverse needs of various workforce segments. Addressing this gap is crucial for informing organizational strategies and policies aimed at promoting employee well-being and organizational resilience in the evolving post-COVID-19 work environment."

#### Statement of the problem

"The COVID-19 pandemic has significantly impacted employers' lives, necessitating innovative strategies to maintain workplace satisfaction and boost employee enthusiasm. Changes in the workplace environment have led to increased stress, feelings of isolation, and reduced teamwork among employees, highlighting the need for effective motivation. Traditional motivators such as job security and career progression have been reframed in the face of uncertainty. Moreover, the importance of employee wellbeing programs, including support for work-life balance, wellness initiatives, and mental health resources, has been underscored. This paper aims to address these challenges by conducting a conceptual study, reviewing best practices adopted by organizations to motivate employees and enhance workplace satisfaction in the post-COVID-19 era."

#### Need for study

The COVID-19 pandemic necessitated a reevaluation of employee motivation and satisfaction strategies at Quess Corp Limited. Remote work and hybrid models introduced new challenges, impacting employee engagement, morale, and productivity. Traditional motivators like job security and career progression were redefined, highlighting the importance of work-life balance, wellness initiatives, and mental health support. This study aims to explore effective strategies and best practices to address these challenges, ensuring that Quess Corp can maintain a motivated and satisfied workforce, enhance organizational resilience, and implement informed managerial decisions to thrive in the post-pandemic landscape.

#### Objectives

1. Understand the importance of motivating employees to facilitate managerial decision making, post covid-19.
2. Recommend best motivation strategies to human resources department to facilitate managerial decision making.

#### Scope of study

The scope of this study entails a comprehensive exploration of employee motivation and workplace satisfaction within the unique context of Quess Corp Limited amid the post-COVID-19 landscape. It encompasses an analysis of the pandemic's impact on employee morale and satisfaction levels, delving into both traditional motivators such as job security and career progression, and newer factors like work-life balance and mental health support. The study will evaluate various managerial decision-making factors, including resource allocation, leadership style, and organizational policies, and their implications for employee well-being and job satisfaction.

### IV. RESEARCH METHODOLOGY

The research methodology involves a qualitative approach to explore employee motivation and workplace satisfaction post-COVID-19 at Quess Corp Limited. Through a conceptual investigation, it aims to understand motivational dynamics, utilizing literature reviews and innovative strategies examination. The study emphasizes employee well-being, including work-life balance and mental health support. Sampling 100 employees randomly from manufacturing companies, data will be gathered through questionnaires, interviews, and observations. Statistical analysis software will aid in data analysis, aiming to identify relationships between managerial decisions and motivation levels. Expected

outcomes include actionable insights for managers and policy recommendations. Limitations include language barriers, time constraints, and potential response biases.

### Hypothesis

**H0:** Managerial decision-making does not significantly impact employee motivation.

**H1:** Managerial decision-making significantly impacts employee motivation.

### Limitations

- Language and Communication: Potential language barriers affecting survey responses and data quality.
- Time Constraints: The limited duration of the study affects the depth of data collection and analysis.
- Generalizability: Limited applicability of findings to specific manufacturing contexts, which may vary by industry or organizational culture.
- Response Bias: Potential biases in survey responses from participants affecting the validity of the results.
- Causality: Difficulty in establishing causality due to the observational nature of the study.
- Time Constraints: The study's timeframe may limit the depth of data collection and analysis.

### Reliability Test

The reliability of the scale was assessed using Cronbach's Alpha, a measure of internal consistency. The results are summarized in the table below:

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.939	0.939	11

The Cronbach's Alpha value of 0.939 indicates a very high level of internal consistency among the 11 items in the scale. Generally, a Cronbach's Alpha value of 0.7 or higher is considered acceptable, with higher values indicating greater reliability. The fact that both the Cronbach's Alpha and the Cronbach's Alpha based on standardized items are identical (0.939) further confirms the robustness of the scale. These results suggest that the items in the scale are consistently measuring the same underlying construct, thereby providing strong support for the reliability of the scale used in this study.

### Correlations Analysis

The correlation analysis revealed a moderate negative relationship between employee perceptions of their relationship

Correlations				
		How would you rate your relationship with your immediate supervisor/manager?	Workplace Environment and Facilities	Opportunities for Career Growth
How would you rate your relationship with your immediate supervisor/manager?	Pearson Correlation	1	-.199	-.0137
	Sig. (2-tailed)		0.018	0.107
	N	140	140	140
Workplace Environment and Facilities	Pearson Correlation	-.199	1	.627
	Sig. (2-tailed)	0.018		0.000
	N	140	140	140
Opportunities for Career Growth	Pearson Correlation	-.0137	.627	1
	Sig. (2-tailed)	0.107	0.000	
	N	140	140	140

with supervisors and the workplace environment, suggesting that employees with better rapport with their supervisors tend to view the workplace more positively. Additionally, while a weak negative correlation existed between supervisor relationships and career growth opportunities, a strong positive correlation was found between workplace environment and career growth prospects. These findings indicate that fostering a positive workplace atmosphere is crucial for employee satisfaction and career development, potentially influencing employee retention and overall organizational performance.

#### ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.561	1	38.561	37.427	.000
	Residual	142.181	138	1.030		
	Total	180.743	139			

The ANOVA results indicate a statistically significant relationship between communication and feedback and the dependent variable ( $F = 37.427$ ,  $p < .001$ ). This suggests that variations in communication and feedback significantly influence how participants rated the dependent variable on a scale of 1 to 5.

#### Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.688	0.302		5.596	0.000
	How 4 are you wlh the communication and feedback you receive from your superiors?	0.513	0.084	0.462	6.118	0.000

The regression analysis indicates a statistically significant positive relationship between the level of communication and feedback received from superiors and employee satisfaction, as measured on a scale of 1 to 5. The coefficient of 0.513 suggests that for every one-unit increase in perceived communication and feedback, employee satisfaction increases by approximately 0.513 points on average, holding other variables constant. This finding strongly supports the notion that effective communication and feedback from superiors are crucial factors in enhancing employee job satisfaction.

#### V. FINDINGS

1. Impact of Managerial Decision-Making on Employee Motivation: The study confirms a significant correlation between managerial decision-making and employee motivation. Decisions related to work-life balance, wellness programs, and mental health support have a pronounced effect on employee morale and satisfaction.
2. Adaptation to Remote Work and Hybrid Models: Employees have experienced varying levels of engagement and productivity in remote and hybrid work settings. The lack of direct supervision and social interaction has highlighted the need for robust communication strategies and virtual team-building activities.
3. Role of Traditional and New Motivators: Traditional motivators such as job security and career progression are still relevant but have shifted in focus. New motivators, including flexibility, mental health support, and work-life balance, have gained prominence, influencing employee satisfaction and retention.

4. Challenges in Employee Well-being Initiatives: Despite the implementation of various well-being initiatives, challenges remain in ensuring their effectiveness. Employees often feel that the support provided is not sufficiently tailored to their individual needs, impacting overall satisfaction and engagement.
5. Feedback on Organizational Policies and Practices: Feedback from employees indicates a need for more transparent communication from management and clearer guidelines on the use of well-being resources. There is also a call for more inclusive decision-making processes that consider employee input.

## VI. SUGGESTIONS ON THE AREAS OF MANAGERIAL DECISION-MAKING

1. To enhance employee motivation and workplace satisfaction at Quess Corp Limited post-COVID-19, several strategies can be implemented. First, fostering a culture of open communication and regular feedback can ensure that employees feel heard and valued. This involves creating channels for transparent communication between management and employees, enabling the latter to voice their concerns and suggestions.
2. Second, investing in employee well-being programs, including mental health support, wellness initiatives, and flexible work arrangements, can address the challenges posed by the pandemic and support work-life balance.
3. Offering training and development opportunities can also empower employees, making them feel more engaged and invested in their roles.
4. Recognizing and rewarding employee achievements can further motivate staff, boosting morale and job satisfaction.
5. Lastly, leveraging technology to facilitate remote and hybrid work models can enhance productivity and provide employees with the tools they need to succeed in a transformed work environment. By prioritizing these strategies, Quess Corp can build a resilient and motivated workforce, ready to thrive in the post-pandemic era.

## VII. CONCLUSION

The study concludes that managerial decision-making plays a crucial role in shaping employee motivation and satisfaction in the post-COVID-19 era at Quess Corp Limited. While traditional motivators like job security and career progression continue to hold value, there is a growing emphasis on integrating new motivators such as mental health support, work-life balance, and flexibility into the workplace culture. The shift to remote and hybrid work models has introduced new challenges that require innovative solutions in communication, team building, and employee support systems.

The findings underscore the necessity for Quess Corp Limited to adapt its strategies to foster a motivated and engaged workforce, ensuring that employee well-being and satisfaction are prioritized. This adaptation is essential for maintaining organizational resilience and achieving long-term success in the evolving work environment.

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