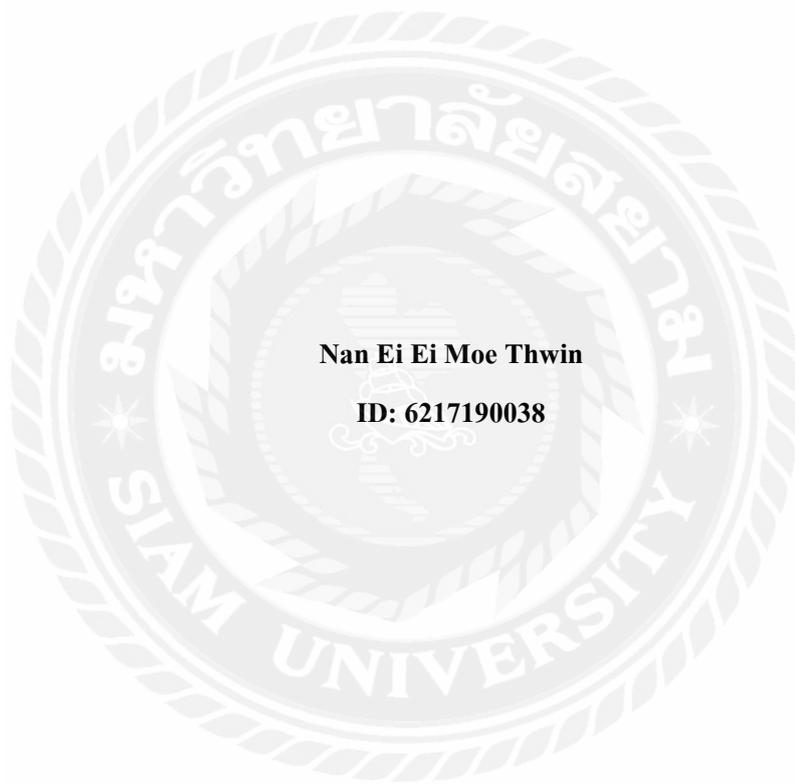




**Impact of New Normal in Employee Motivation and Productivity**



**Nan Ei Ei Moe Thwin**

**ID: 6217190038**

**SUBMITTED AS A PARTIAL FULFILLMENT REQUIRED FOR  
THE MASTER OF BUSINESS ADMINISTRATION DEGREE  
INTERNATIONAL PROGRAM, GRADUATE SCHOOL OF BUSINESS,  
SIAM UNIVERSITY, BANGKOK, THAILAND**

**2020**



**Title of Research:** Impact of New Normal in Employee Motivation and Productivity  
**Author:** Nan Ei Ei Moe Thwin  
**ID:** 6217190038  
**Major:** Marketing Management  
**Degree:** Master of Business Administration (International Program)  
**Academic:** 2020

**This independent study report has been approved to be a partial fulfillment in the Master of Business Administration (MBA) program.**

A handwritten signature in blue ink, appearing to read 'Tanakorn'.

.....  
(Dr. Tanakorn Limsarun)

Advisor

Date..... 5 July 2022 .....

A handwritten signature in black ink, appearing to read 'Jomphong'.

.....  
(Assoc.Prof.Dr. Jomphong Mongkolvanit)

Dean, Master of Business Administration Program

Siam University, Bangkok, Thailand

Date..... 6 July 2022 .....

## ABSTRACT

**Research Title :** Impact of New Normal in Employee Motivation and Productivity

**Researcher :** Nan Ei Ei Moe Thwin

**Degree :** Master of Business Administration Program (International Program)

**Major :** Marketing Management

**Advisor :** ..... *ln7.* .....  
(Dr. Tanakorn Limsarun)  
..... *5 / July / 2022* .....

---

### Abstract

This research attempts to identify and analyze various researches concerning in the impacting of the new normal in the employee motivation and productivity. Due to the global pandemic in 2019 Dec, various job functions move to work remotely ought to prevent the spread of virus because of that all of employees have to face new work culture adapt with new normal. New normal emphasize on employee's performance management, wage, and WFH System. The job security, working culture, rewards, job satisfaction are required in employee's motivation, in order, the productivity focus on employee performance, working environment, and goals. So, this study proposes a new framework based on mediating role of motivation toward employee's satisfaction which effect on processing productivity. By identify and analysis this would help employer find out why is impacting and promote to boost the motivation and productivity in new normal.

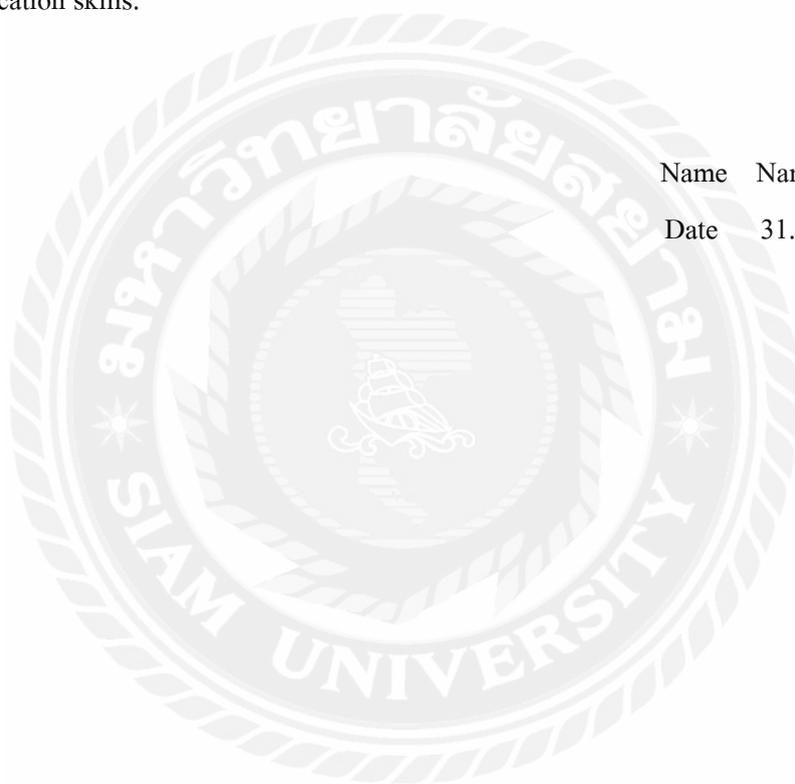
**Keywords:** New normal, Employee Motivation, Productivity

## ACKNOWLEDGEMENT

In this section, I would like to express my gratitude to Dr. Tanakorn Limsarun, advisor and Dr. Jomphong Mongkolvanit, Dean, Graduate School of Business, Siam University, Bangkok, Thailand for their thoughtful and caring supervision by means of his educational excellence. I am most grateful to them especially for their deep understanding of the Independent Study and his good communication skills.

Name Nan Ei Ei Moe Thwin

Date 31.06.2022



## CONTENTS

<b>ABSTACT</b>	3
<b>ACKNOWLEDGEMENT</b>	4
<b>CONTENTS</b>	5
<b>LIST OF FIGURES</b>	6
<b>CHAPTER</b>	
1 Introduction	7
1.1 Research Background	
1.2 Research Problems	8
1.3 Objective of the Study	8
1.4 Scope of the Study	8
1.5 Research Significance	9
2. Literature Review	9
2.1 New Normal	10
2.2 Employee Motivation	10
2.3 Productivity	11
2.4 Past Research	11
3. Findings	12
4. Conclusion	13
5. Recommendation	13
<b>REFERENCES</b>	14

## LIST OF FIGURES

### Figure

Figure 1: Figure of new normal and employee motivation impact on employee productivity



## **1. Introduction**

### **1.1 Research Background**

The observational record is implicitly characterized by these studies as the "old normal" and contemporary pandemic features observed are delineated as the new normal. (Lewis's et al, 2017) A global health emergency has been created by the outbreak of SARS-COV2-causing COVID-19 disease. The World Health Organization in the city of Wuhan, China, registered its first case in 2019, on December 31, and then spread to different countries. The WHO declares disease a pandemic way back and lockdown and touch tracing are used by countries across the world to restrict infectious diseases. (Tirth's et al, 2020) Employee motivation, at present, is trusted as one of the few important factors that will help in reaching the prosperity and success of any business in a fierce and dynamic business environment. Employee motivation is a collection of energetic forces, which incorporates several external factors as well as internal environmental factors. (Sitthiwarongchai's et al, 2020) While some organizations have decided to stay in a work from-home posture for the foreseeable future, it may not be practical for others. In addition, many employees seek stability, connectivity, and practical benefits of retrieval personal operation. Recognizes the economic requirements of reopening, states and businesses are responding to phased plans. There are already employers engaged in building management, space planning, and facility experts, trained in innovative new protocols, social flow, and tools to ensure physical health and safety of those returning to office. (Annemarie Spadafore, 2020) The average growth rate of productivity is low compared to the long-term average prevailing previously. Some economic observers are directed at relatively weak recent productivity data as a source of concern for long-term economic growth expected and argued that we had entered a "new normal" characterized by low economic growth. Due to the productivity link in to the new normal will also require a low nominal interest rates to achieve the Fed's inflation target. (Mark Bognanni and John Zito, 2016) From this research (Yusoff's et al, 2020), claims that during this new normal people are facing difficulty with adapting to online meeting and learning methods as it was compulsory rules made by the Government. Moreover, people need more time to adapt the online system from our traditional face-to-face meet up. Due to this outcome, it would negatively affect the learning outcomes, obtaining new skills and communication.

### **1.2 Research Problems**

In this situation of new normal impact on employee's motivation and productivity, it is understood that these effects will be seen in the next period as well as the current process that is being experienced. While the pandemic is globalizing, taking new measures and maintaining news networks at the global level, creating new opportunities and causing global solutions can be read as the results of this process. These studies, which are carried out on an international scale, based on the research, safeguarding, continuity and communication of the world's natural, tangible and intangible cultural heritage today and in the future, have changed due to the

quarantine applied in the pandemic process and has become a technology-oriented one (KASAPOGLU AKYOL, Ü. P. 2020). The psychological effects of returning to work during the COVID-19 pandemic is unknown. 10.8% of respondents suffered from post-traumatic stress disorder after returning to work. Returning to work had not caused a high level of psychiatric symptoms in the workforce. Psych neuroimmune prevention measures were associated with less psychiatric symptoms (Tan's et al, 2020). After careful data analysis, Participants' motivation to RTW and their experiences of this transition could be understood under the main theme of "searching for distraction and wanting to leave the disease behind," followed by "problems of the new normal. RTW is the next step but being back at the same workplace/institution was challenging due to the interference of the effects of the disease and treatments and peer perceptions. RTW can be challenging, since changes in performance as well as comments from peers become a constant reminder of the status prior. However, RTW helps distract from the disease, these reminders can be confronting and highlight the role of health professionals and employers in preparing survivors and peers to facilitate the RTW (Zambrano's et al, 2020). In the controversy of (Hyatt's et al, 2015), some participants accepted toward the new normal while others indicated new changes were unacceptable and continued their efforts to return to before their new normal state.

### **1.3 Objective of the study**

The purpose of this study is to find out why new normal caused employee low motivation, loss productivity and the effects it has on performance. It is also to suggest means whereby this problem may be solved so as to improve the performance of employees in particular and end that of the sector in general.

### **1.4 Scope of the study**

This study was conducted to the impact of new normal on employee performance and productivity. This study is documentary search normal will provide information about productivity during work from home, internal motivation, motivating others and challenges faced during work from home that specifically affect productivity related to working from home during the COVID19 pandemic. And another purpose of this research is to figure out how new normal impacts employee motivation and productivity. And how employers and organizations deal with it. And my goal is to reveal new normal does impact employee motivation and productivity.

### **1.5 Research Significance**

Studies of this subject were critical as the current pandemic hits across the globe. Lots of workers have to start operating from home. Nevertheless, all of them. Their employers have checked and challenged productivity. Furthermore, any management needs motivating assistants to optimize their work. They are much

more likely to deliver individual and collective efficiency. Success and lead to higher productivity levels in the team and in addition, in every company, coaching discussions are important. Management that encourages workers to accomplish their goal. This is a check-in process between employees and a manager, to provide their struggle and feedback vice versa. It shouldn't solely be the "job of HR ", but it should be the organization's job to judge employees and managers to have proper conversations and allow employees to be more aware and honest about their work performances. Regular coaching conversations which talk about wellbeing and engagement can really help create an atmosphere where this becomes the normal. It is important for the manager to give honest feedback, assistance, compliment and complaints so that employees can fix their mistakes. Research shows that higher productivity and motivation can be produced if organizations engage in recognition which acknowledges employees' effort and hard work. However, it's not good for long term and giving meaningful feedback and change is better. Employees should be encouraged to take a dedicated moment for deliberate reflection and be open to the need for revisions. This enables individuals and organizations to continuously learn, adapt and grow and therefore optimize performance and productivity.

## **2. Literatures Review**

### **2.1 New Normal**

According to the Owl Labs report, about half of America's on-site staff wanted remote work opportunities before the pandemic struck. And more than a third of the employees also said they were prepared to sacrifice 5% of their salary for the alternative. But just because many workers may want to have such flexible choices does not mean that when the crisis ends, all of them will continue to work remotely. After all, in years past, firms such as IBM, Best Buy, Yahoo and Aetna experimented with remote work and returned to the workplace. (Renzulli, K. A. 2020) When employees settle for the long term in their home offices, they look for smart home technologies that can address these issues for them. Many are discovering the advantages of digital shades, which offer a distinctive functional harmony and stunning aesthetic to foster productivity. (Stephenson, S.2020) Providing Consciousness. This is where the growing array of technologies for contact tracing plays an instrumental role. Obviously, amid protection and privacy issues. The use of wearable trackers or trackers in combination with Big Brother-style tracking AI-enhanced vision technology can help manufacturers easily determine who is at risk if and when positive tests are done by an employee. (Fretty, P.2020) Compared with the long-run average that existed before, the average rate of productivity growth was low. As a source of concern for the long-term growth prospects of the economy, some economic analysts have pointed to the relatively low recent productivity data and suggested that we have reached a 'new normal' marked by low economic growth. (Bognanni, M., & Zito, J.2016) Attitudes and conduct are influenced by tradition. Via common assumptions and community standards, it helps guide activities and tasks. Leaders shape this through both conscious and subconscious acts and behavior, particularly during times of crisis. They must express their goals and answer

their employees' concerns. The strength of the organization's shared culture is expressed in the workers and personnel, their actions, values, and morale. It will be expressed in their emotions, actions and will thus have a direct effect on their success and learning attitude. A strong culture influences outcomes, performance, and results. (Lateef, F. 2020)

## **2.2 Employee Motivation**

Everyone around the globe has to follow the rules of social distancing of the COVID-19 virus spread. Nonetheless, Social distancing has a great health benefit influence, in view of people stop doing physical activity and inactive manners. Patience with Chronic Obstructive Pulmonary Disease (COPD), has a great chance of affecting COVID-19 which is a major disease. The Consequences can be severed since all the pulmonary rehabilitation (PR) programs are temporarily closed due to COVID lock down. So for all these great reasons patience is called for exercise for less damage. In order to support autonomous forms of motivation, we have to proceed with discussions, instructions and demonstrations for making their self-home rule. (Karloh's et al, 2020). The beginning Process of the practice include the encouragement from working something out of enthusiasm and Intrinsic motivation can be structured by the productivity itself. (Barton, A. 2020). For many, staying home means no money, and possibly no jobs, without paid sick days or job protection. Home care staff who use the bus to get to work wonder if, by doing so, they risk exposing themselves and their customers to the virus. Some have moved away from their own families, into the homes of their clients, to reduce risk while continuing to work. (Poo, A. 2020) After the onset of COVID-19, the loss of jobs has disproportionately impacted low-wage staff. That is, the bottom half of the wage distribution accounted for a disproportionate share of those who lost jobs. (Crust, E. E., Daly, M. C., & Hobijn, B. 2020). Remote work arrangements are a luxury that should not necessarily be afforded to all employees. Employees may have thought of remote work arrangements as a luxury, pre-COVID-19. This also indicated that employers based remote work contracts on the ongoing efficiency of an employee and a recent history of acceptable results. (Axelrod, J. 2020)

## **2.3 Employee Productivity**

With the idea of a remote workforce, several public entities have expressed conceptual and fiscal concerns, data and analysis are now available that demonstrate positive impacts on workplace operations of remote work arrangements. Gallup polling has found that remote work systems can increase the effectiveness, productivity and engagement of employees. (Axelrod, J. 2020) A common explanation employers cited before the pandemic for not providing remote work, Lister says, is simply because they don't trust their workers to work untethered. They fret that when they are out of sight, workers will use working hours for anything but the job at hand. (Renzulli, K. A. 2020) Low productivity and weak demand, I expect, will begin in the first quarter of 2020 and worsen in the second quarter. These effects then taper off so that by the end of the first quarter of 2021, they

will fall to half their peak intensity in three quarters. I then presume that, without relying on guarantees of future acts, the Federal Reserve selects the federal funds rate level to keep inflation and unemployment as similar as possible to their targets. (Cúrdia, V. 2020) Recent decades have seen new concepts of work in organizations that have made it possible for human resources to be more competitive with organizations. On the other hand, there are growing concerns about uncertainty, insecurity, and danger for staff, with a resulting increase in their levels of stress and anxiety. (Farrukh's et al, 2020) Occupational stress research focuses mainly on the link between job stressors and aspects of the job environment that can affect one's well-being. As a consequence, we expect both position stressor scales to be negatively connected to the satisfaction of subordinates with supervision and perceived organizational support. (Bowling's et al, 2017)

## **2.4 Past Research**

In (Seema Rani B.N, Prettysha Curtis, Dr. Jayashankar Reddy K, 2020) study, found 50% of the 613 participants being able to increase their productivity due to effective time management skills despite adhering to government declared health guidelines and work from home while 26.7% were actually unable to cope and increase their productivity while working from home. In 45% of the HR surveyed felt that their existing health benefit was not effective in dealing with COVID-19 41% of the employer said they will increase their employee's willingness/virtual care budget post COVID-19. Based on the survey of PwC's CEO Panel investigated the opinions of many CEOs throughout the world, to be exact, 699 CEOs from 67 countries took part in that survey. As a result, 78% of respondents are willing to work from home in the new normal situation (Econ, 2020). According to the research of (Ravi Shekhar, Shivangi Pandey, 2020) 45% of the HR surveyed felt that their existing health benefit was not effective in dealing with COVID-19 41% of the employer said they will increase their employee's willingness/virtual care budget post COVID-19. Based on (Bloom et al, 2015) who conducted a survey (field experiment) for call center agents in a travel company from China in order to understand the impact of work from home on employees' performance. He compared the overall performance of work from home stage employees and office employees and clearly found out that remote working or work from home significantly increases the overall performance of employees. But he further suggested that the transfer of the whole working population is difficult to handle. (Dutcher ,2012), on the other hand, the way work from home affects each individual employee's productivity by laboratory experiment in a US University. The way the job has to be done whether it is creative or normal pattern working is being considered in his research. It is found that while creative tasks increase productivity in work from home stage, boring tasks negatively impact productivity. According to Gariety and Shaffer (2007), when it is theoretically analyzed, the impact of working from home could be varied because the ability to monitor or track the employees' performance is almost impossible in work from home period depending the nature of work.

### 3. Findings

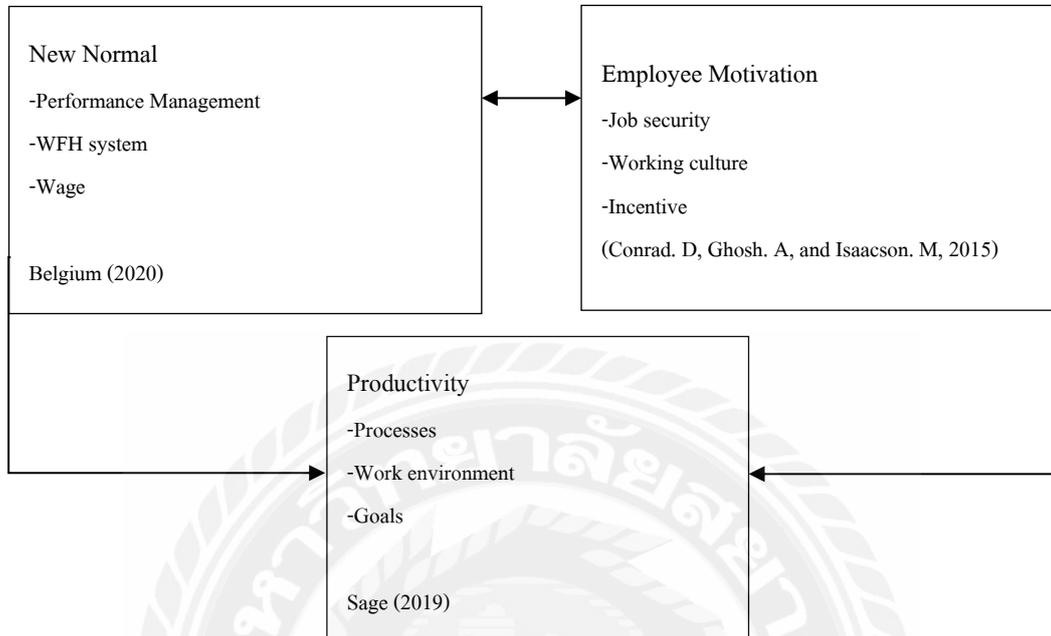


Figure 1: Figure of new normal and employee motivation impact on employee productivity

Findings from the study of impact of new normal on employee's motivation and productivity are as follows:

1. The new normal after pandemic impacts the working environment. A majority of jobs shifted from working from office to working from home stage. The implications of new normal also impact on wages variation as well as the monetarization of employees' performance (Belgium, 2020).
2. Since employees' motivation is closely related with wages, working environment and job security based on (Conrad D, Ghosh A and Isaacson M, 2015), the adjustments related with salary structure, working environment improvements (technical support to work from home employees), etc should be done in order to balance the two different situations of before and after new normal.
3. Productivity which is related with the efficiency of work processes should be closely monitored in order to optimize productivity. Besides, the working environment convenience and the individual goal of every single employee is another factor impacting on productivity (Sage, 2019). Though it may not be easy to implement all of them, in order to keep productivity on the positive side, these factors should be paid much attention to new normal work from home employees.

#### **4. Conclusion**

The commitment of the research of this study which clarifies how new normal is impacting on motivation and productivity of employees. Different people react differently to working at home. Employees may not have the tools to work productivity at home or may pick up bad habits, such as too much use of social media or watching Netflix. That is why for many remote works might be a slow adjustment, and in some instances, they may never be as productive as they were in the office. A common statement of vision and commitment gives a person the passion and excitement to get through challenging times. "They say people will work hard for a paycheck, harder for a good leader, and even harder for a cause. The analogue to the cause in an organization is the vision."

(Lepore, Marla, 2012) Since new normal happens most companies move to WFH policy. Due to this employee got flexible working hours, policy and rules, which affect their productivity. Job commitment has a major positive impact on the productivity of workers. Employers should also place appropriate focus on job participation and assess the success of their workers regularly to ensure their organizations' welfare (Jalal Hanaysha, 2016). The new normal is remote scheduling and it will be for the foreseeable future. Some have adapted, but initially faced some challenges, such as finding a workspace that is suitable and relaxing.

#### **5. Recommendations**

Besides the research, I would like to recommend the company or organization to open free Coaching or Training for develop and adapt new capabilities and skills, which impact on employees' motivation as well as affect future company's productivity as following:

1. The world today is changing rapidly. As a result, new jobs and new positions occur every year, and the old skills may be replaced and replaced. It would be better if an organization would develop qualitative abilities within employees to be ready to learn rapidly expiring skills.
2. Digital skills, that is, employees must have the knowledge of digital. There should be 21st century skills to know what new technology is. In the new normal the content or activities are more focused online
3. Entrepreneurial skills This skill must be developed for the people in the organization to feel that they are the owner of the organization as well, to build love and bond with the people in the organization to feel involved
4. Sharing information and networking. It is very necessary. From now on, the organization cannot be alone. Meeting, discussing, and giving accountability will move to the network, especially, online. So that new culture would change working life style. Networking helps to share knowledge, experience and be able to work together. This will impact employee productivity as well.

## References

- Axelrod, J. (2020). *Adapting to the “new normal”: Lessons learned and best practices for a post-COVID 19 workplace*. American City & County Exclusive Insight, N.PAG.
- Barton, A. (2020). Motivation and performance in the time of COVID-19. *Piano Magazine: Clavier Companion*, 12(3), 40–43.
- Belgium, E. Y. (2020). *Why remote working will be the new normal, even after COVID-19*. Building a Better Working World.
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics*, 130(1), 165- 218.
- Bognanni, M., & Zito, J. (2016). New normal or real-time noise? Revisiting the recent data on labor productivity. *Economic Commentary*, 2016(16), 1–6. <https://doi.org/10.26509/frbc-ec-201616>
- Bowling, N. A., Khazon, S., Alarcon, G. M., Blackmore, C. E., Bragg, C. B., Hoepf, M. R., Barelka, A., Kennedy, K., Wang, Q., & Li, H. (2017). Building better measures of role ambiguity and role conflict: The validation of new role stressor scales. *Work & Stress*, 31(1), 1–23  
<https://doi.org/10.1080/02678373.2017.1292563>
- Conrad, D., Ghosh, A., & Isaacson, M. (2015). Employee motivation factors: A comparative study of the perceptions between physicians and physician leaders. *International Journal of Public Leadership*, 11(2), 92-106. <https://doi.org/10.1108/IJPL-01-2015-0005>
- Crust, E. E., Daly, M. C., & Hobijn, B. (2020). The illusion of wage growth. *FRBSF Economic Letter*, 1–5.
- Cúrdia, V. (2020). Mitigating COVID-19 Effects with Conventional Monetary Policy. *FRBSF Economic Letter*, 1–5.
- Dutcher, E. (2012). The effects of telecommuting on productivity: An experimental examination. The role of dull and creative tasks. *Journal of Economic Behavior and Organization*, 84(1), 355-363.
- Econ. (2020). *Working from home may soon become new normal in Thailand*. The Nation. Retrieved from [https://www.nationthailand.com/business/30393558?utm\\_source=category&utm\\_medium=internal\\_referral](https://www.nationthailand.com/business/30393558?utm_source=category&utm_medium=internal_referral)
- Farrukh, S., Hussain, W., & Siddiqui, Z. S. (2020). Assessment of Anxiety among Healthcare Professionals Working on Frontline against COVID-19. *Biomedica*, 36, 270-274. Retrieved from <http://www.thebiomedicapk.com/articles/761.pdf>
- Fretty, P. (2020). Unprecedented? You Bet! Two ways technology can play a role as manufacturers settle into a new normal. *Industry Week/IW*, 269(4), 30.
- Gariety, B. S., & Shaffer, S. (2007). Wage differentials associated with working at home. *Monthly Labor Review*, 130(3), 61-67.

- Hanaysha, J. (2016). Improving employee productivity through work engagement: Empirical evidence from higher education sector. *International Journal of Industrial Engineering Computations*, 6(1), 61-70. doi: 10.5267/j.msl.2015.11.006
- Hyatt, K. S., Davis, L. L., & Barroso, J. (2015). Finding the new normal: Accepting changes after Combat-Related Mild Traumatic Brain Injury. *Journal of Nursing Scholarship*, 47(4), 300–309. <https://doi.org/10.1111/jnu.12143>
- Karloh, M., Sousa Matias, T., & Fleig Mayer, A. (2020). The COVID-19 Pandemic confronts the motivation fallacy within Pulmonary Rehabilitation Programs. *COPD: Journal of Chronic Obstructive Pulmonary Disease*, 17(4), 343–345. <https://doi.org/10.1080/15412555.2020.1790511>
- Kasapoğlu Akyol, Ü. P. O. (2020). *Covid-19 Küresel Salgın Dönemi Ve Sonrasi Müze Etkinlikleri*. Retrieved from <https://dergipark.org.tr/tr/download/article-file/1192049>
- Lateef, F. (2020). Face to face with coronavirus disease 19: Maintaining motivation, psychological safety, and wellness. *Journal of Emergencies, Trauma & Shock*, 13(2), 116–123. [https://doi.org/10.4103/JETS.JETS\\_27\\_20](https://doi.org/10.4103/JETS.JETS_27_20)
- Lepore, M. (2012). *Legends in learning*, Retrieved from <http://web.a.ebscohost.com/ehost/detail/detail?vid=0&sid=94f250ba-cea9-4ab6-a3d2-5f0076bbf135%40sessionmgr4006&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#AN=EJ975412&db=eric>
- Lewis, S. C., King, A. D., & Perkins-Kirkpatrick, S. E. (2017). Defining a new normal for extremes in a warming World. *Bulletin of the American Meteorological Society*, 98(6), 1139–1150. <https://doi.org/10.1175/BAMS-D-16-0183.1>
- Poo, A. (2020). We are only as strong as our domestic workforce. *TIME Magazine*, 195(15/16), 52
- Ravi Shekhar, & Shivangi Pandey. (2020) Adjusting to the new normal" Impact of Covid-19 in insurance industry. Retrieved from [https://www.researchgate.net/publication/341266322\\_ADJUSTING\\_TO\\_THE\\_NEW\\_NORMAL\\_IMPACT\\_OF\\_COVID-19\\_IN\\_INSURANCE\\_INDUSTRY](https://www.researchgate.net/publication/341266322_ADJUSTING_TO_THE_NEW_NORMAL_IMPACT_OF_COVID-19_IN_INSURANCE_INDUSTRY)
- Renzulli, K. A. (2020). Work from Home Nation. *Newsweek Global*, 174(10), 22–29.
- Sage. (2019). *5 Critical factors affecting employee productivity at work*. Retrieved from <https://blog.sage.hr/5-critical-factors-affecting-employee-productivity-at-work/>
- Seema, R. B., Curtis, P., & Reddy, J.(2020). *A study on work from home, Motivation & Productivity of Employees in Indian Population during COVID-19 Pandemic*. Retrieved from [https://www.researchgate.net/publication/344803393\\_A\\_Study\\_on\\_Work\\_from\\_Home\\_Motivation\\_Productivity\\_of\\_Employees\\_in\\_Indian\\_Population\\_during\\_COVID-19\\_Pandemic/references](https://www.researchgate.net/publication/344803393_A_Study_on_Work_from_Home_Motivation_Productivity_of_Employees_in_Indian_Population_during_COVID-19_Pandemic/references)
- Sitthiwarongchai, C., Wichayanuparp, W., Chantakit, P., & Charoenboon, P. (2020). Impact of organization's leadership style on motivation of its employees. *Systematic Reviews in Pharmacy*, 11(3), 48–56. <https://doi.org/10.5530/srp.2020.3.06>

- Spadafore, A. (2020). Back at work. *TD: Talent Development Magazine*, 74(8), 26–31.
- Stephenson, S. (2020). Driving productivity for remote work with smart shading: COVID-19 sparked an evolution as we rapidly shifted to working from home. *TWICE: This Week in Consumer Electronics*, 35(7), 11.
- Tan, W., Hao, F., McIntyre, R. S., Jiang, L., Jiang, X., Zhang, L., Zhao, X., Zou, Y., Hu, Y., Luo, X., Zhang, Z., Lai, A., Ho, R., Tran, B., Ho, C., & Tam, W. (2020). Is returning to work during the COVID-19 pandemic stressful? A study on immediate mental health status and psychoneuroimmune prevention measures of Chinese workforce. *Brain, Behavior & Immunity*, 87, 84–92.  
<https://doi.org/10.1016/j.bbi.2020.04.055>
- Tirth, A., Tafadar, M. N., Telgi, R. L., & Monika. (2020). The new normal in dentistry after COVID-19 Outbreak. *Asian Journal of Medical Sciences*, 11(5), 98–102. <https://doi.org/10.3126/ajms.v11i5.29549>
- Yusoff, M. S. B., Hadie, S. N. H., Mohamad, I., Draman, N., Ismail, M. A.-A., Rahman, W. F. W., Abdul, Pa, M. N. M., & Yaacob, N. A. (2020). Sustainable medical teaching and learning during the COVID-19 pandemic: Surviving the new normal. *Malaysian Journal of Medical Sciences*, 27(3), 137–142.  
<https://doi.org/10.21315/mjms2020.27.3.14>
- Zambrano, S. C., Kollár, A., & Bernhard, J. (2020). Experiences of return to work after treatment for extremity soft tissue or bone sarcoma: Between distraction and leaving the disease behind. *Psycho-Oncology*, 29(4), 781–787. <https://doi.org/10.1002/pon.5349>