

The impact of the Corona pandemic on job performance in Algerian industrial organizations

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• **Abstract:**

This research paper highlights the impact of the Corona pandemic (Covid-19) on job performance in the national industrial establishments in Rouiba (SNVI). The study was conducted on a sample of 50 workers from different socio-professional groups. We relied on the quantitative approach to the subject based on probability sampling and simple random sampling. We also used the questionnaire as a data collection tool. The study revealed a number of results. The most important of which are, that the Corona pandemic has created abnormal working conditions that affected the normal pattern of work dynamics, which negatively affected the job performance of the individuals working in this organization.

Keywords: Corona pandemic; Job performance; Working conditions.

• **Introduction:**

Throughout its history, humanity has known many deadly health crises, but the "Corona Virus" pandemic, or what is commonly known as "Covid-19", is the most terrifying epidemic that the world has witnessed in its contemporary history. In terms of "the extent and speed of spread and the number of victims", according to the United Nations Industrial Development Organization (UNIDO). This virus has put enormous pressure on societies and countries around the world, and has caused major imbalances and disturbances in all aspects of life (economic, social, political, cultural, religious...). "The global economy has witnessed its worst recession since the global depression of the last century," according to the International Labor Organization (ILO). This of course, has huge repercussions on the daily life of the individual and society.

- Perhaps one of the biggest implications of this Corona pandemic is related to the economic dimension. which is closely linked to the issue of the job performance of individuals within institutions. It is known as "the difference between what is required and what has been accomplished", or as P. DRUKER defined it, as "the organization's ability to continue and survive by achieving a balance between customers and workers" (Sheikh Al-

Dawi, 2010, p. 218). It is a reflection of how the organization uses its financial and human resources in a way that makes it able to achieve its goals.

- However, the Corona virus has hindered institutions from using these resources in the required manner, as it prompted some institutions to lay off some or many of their workers, and it also forced others to reduce working hours, and other emergency or preventive measures, which affected the job performance of workers and thus the overall performance of the institutions. Including the economies of countries.
- The national economy and all its institutions have been affected by this pandemic. Like other economies in the world, but Algeria took the initiative to take a package of necessary preventive measures, such as imposing the obligation to wear a mask, and complete quarantine at times or partial at other times, some professional groups, such as housewives and pregnant mothers, and those with chronic diseases, were exempted from work. The Algerian state, in return, took humanitarian and social measures aimed at protecting the life of the individual, and fulfilling his biological needs (eating and drinking, granting food aid, providing special grants to those who have stopped working such as those in self-employed professions, maintaining half of the basic wage for workers in institutions, ...).
- In light of this situation, those in charge of the National Industrial Automobile Corporation, like other institutions affected by this virus, sought to take a number of decisions through which they tried to reach a balance between protecting worker life and ensuring the delivery of their customers' orders within the specified deadlines as much as possible to ensure their survival. And its continuity, and among these decisions is the establishment of a crisis cell that follows up the health situation within the institution, Providing means of protection such as sterilizers, masks, and some other measures imposed by the health protocol of the Algerian state, which prompted the institution to change the pattern of the work system in place. And all of this made the work climate in it very turbulent and extremely difficult, which was reflected in the job performance of individuals and the institution.
- Based on the above, the following problem can be raised:
- What is the impact of working conditions resulting from the Corona pandemic on the job performance of individuals at the National Corporation for Industrial Vehicles - Rouiba (SNVI)?

• 2. Hypothesis:

The working conditions resulting from the Corona pandemic had a negative impact on the job performance of individuals at the National Industrial Automobile Corporation - Rouiba.

• 3. Objectives of the study:

This study aims to highlight the most important effects of the Corona pandemic on the job performance of the Algerian worker in the industrial enterprise, and to know how the senior management responded to this pandemic, and the most important procedures and measures, whether health or administrative, that the enterprise's management took to confront or limit its damage.

- **4.The importance of the study:**

The importance of this study lies in creating added scientific value, and thus contributing to supporting scientific research with new research results, which may allow or help those in charge of this institution to benefit from the results of this study.

- **5.The limits of the study:**

- **5.1. Spatial boundaries of the study:**

This study is limited to the Directorate of Human Resources and the Directorate of Production.

- **5.2. Time limits of the study:**

The study was conducted from March 2022 to June 2022.

- **5.3.Human limits of the study:**

The study was conducted on all socio-professional categories of workers in this institution

6. Defining concepts:

6.1. Working conditions:

Terminological definition: It is everything that surrounds the individual in his work and affects his behavior and performance, his inclinations towards work, the group he works with, the management he follows, and the institution to which he belongs. (Salah Al-Shanawani, 2004, p. 205).

Procedural definition: It is everything that surrounds the worker helps and encourages him to improve his performance, whether physical, social, organizational, or professional.

6.2. The concept of the Corona pandemic: Technical definition: A deadly epidemic spreads widely in a short period. It is the virus that causes severe acute respiratory syndrome, which the World Health Organization called "Covid-19". It was considered a global pandemic by the same organization on March 11, 2020, this disease affects people differently, as some cases show mild symptoms, while other cases can appear severe and serious, with about 20% of those infected requiring medical care in the hospital.

Operational definition: In this study, we do not mean by the Corona pandemic a widespread epidemic in its health sense. As much as we mean by it those exceptional circumstances of social and professional life that, the pandemic imposed on the overall system (the state). Such as total or partial quarantine - respecting safety measures such as physical distancing - exempting some Social groups, such as those with chronic diseases, pregnant women, and incubators, in the form of preventive measures and procedures whose effects extend to all subsystems, especially the economic and professional systems.

6.3. The concept of job performance: Terminological definition: Both M. CROZET and B.MORTORY define job performance as "determined by two levels: effectiveness, which means the degree of achieving goals on the one hand, and efficiency, which means the results achieved and the means used to reach them on the other hand." (M. CROZIER & MORTORY, 2001, p149), Hatem Othman Muhammad Khair links performance to the human element, defining it as "workers and individuals carrying out their duties and activities and carrying them out" (Musa Al-Lawzi, 2002, p. 213), while Rawiya Hassan defines it as "the net effect of an individual's efforts that begin with abilities and awareness of the role and tasks." (Rawiya Hassan, 2020, p. 210).

Operational definition: After reviewing the various definitions, we saw that the definition of job performance for this study is “that difference between what is required and what is accomplished, and it is determined through three dimensions:

- Effectiveness means the degree of achieving goals
- Efficiency means the results achieved
- The means used mean the knowledge and skills possessed by individuals, and the tools provided by the institution.

7. Methodological procedures for the study:

We were oriented towards a quantitative approach in this study, in a way that was appropriate to the nature of the topic and its hypotheses. We also relied on probability sampling and simple random sampling, and used the questionnaire as a basic tool for collecting data. We divided it into three axes. The first axis was for personal data, while the second axis was devoted to work conditions. The new topics created by the pandemic, while the third axis, we devoted to understanding social processes and relationships, as it was applied to a sample of 50 respondents from workers at the National Industrial Automobile Corporation.

8. Factors affecting job performance and the impact of the spread of the Corona Virus on it:

8.1. Factors that affect job performance: There are several factors that affect job performance, including those related to the internal environment and others related to the external environment:

A- External factors: These are the factors that affect human resources from outside the organization's boundaries, the most important of which are:

- **The state of the workforce in society:** The organization must take into account some issues such as the size and characteristics of the labor market, employment and unemployment rates in society, the level of qualification of the available workforce and the nature of its composition, as they are among the basic determinants of the performance of human resources, and hence the performance of the organization as a whole.
- **Economic factor:** The economic environment affects marketing, productivity and finance, which is directly reflected in the functional performance of institutions.
- **The human, social and cultural environment:** It is the main source in directing the behavior of the individual and the group. The family, social upbringing and social relations, the individual's status in terms of health, nutrition and education and the extent of his awareness of his rights, the characteristics that the individual carries in his society in terms of values, beliefs and trends are all issues that must be taken into account to guide the individual's behavior within the institution is consistent with its objectives.
- **The legal and legislative environment:** It greatly affects human resources management, as it determines the role and rights of labor organizations, the minimum wages, the maximum working hours...etc.
- **The political environment:** Its influence appears through the level of maturity, stability and political awareness, as an external pressure mechanism exerted on institutions through

the role of trade union organizations, professional and scientific associations, etc., as it affects the work and direction of human resources management.

- **Scientific and technological environment:** This means the state of science and technology in society, in addition to the entities that provide knowledge, devices and equipment.

B - Internal factors: These are the factors that affect job performance from within the organization and which the human resources department must take into account, including:

- The organization's mission and objectives: It reflects the basic philosophy of the organization, as it affects the performance of the human resource and the effectiveness of its activity in a manner consistent with its objectives.
- Leadership style in the organization: The work of human resources management is affected by the characteristics of this leadership, including its specificity, composition, relationships, priorities, interests...etc.
- Organizational culture: Human resources management needs to pay attention to the prevailing organizational culture in the organization, because it reveals the prevailing values, standards, and relationships among workers that allow it to direct the behavior of its workers.
- Union and professional associations: Unions and professional associations constitute a pressure factor on the institution, which in turn is reflected in human resources management practices and thus the job performance of its workers.
- Informal organizations: This type of organization arises in the organization spontaneously as a result of the interaction of individuals and the convergence of their goals and interests. It is a two-faced weapon, as it can be beneficial to the organization, and this role can also turn around in a harmful way on the job performance of its workers, so human resources management must take this into consideration. Partial factors of the internal environment (Harriya Ateeqa, 2012, p.).

8.2. Ways the Coronavirus spreads: Infectious diseases often spread in two ways:

- 1 - Direct method:** It is transmitted from one person to another directly, either through personal contact with the patient, such as infectious skin diseases such as (scabies, lice, and fungi), or through droplets issued by the infected person through coughing or sneezing, such as (influenza, tuberculosis), or through blood transfusion like AIDS.
- 2- The indirect method:** which requires another medium to transmit the disease from one person to another, such as inanimate media found in nature such as water, soil, air, milk, and food such as (food poisoning, dehydration, and intestinal infections).

Since the Covid-19 virus is among the infectious diseases, its method of transmission also occurs in two direct and indirect ways. Most studies and research on the method of spreading the Corona virus have proven that its main method of transmission is from person to person through respiratory secretions such as (coughing or sneezing), so the distance between people must be at least 1.5 meters so that infection does not spread.

9. The impact of working conditions during the Corona pandemic on job performance at the National Industrial Automobile Corporation:

9.1. Introduction to the field of study: The National Corporation for Industrial Vehicles (SNVI) is a joint-stock corporation whose social goal is distribution and export in the field of industrial vehicles. Its capital is estimated at 2.2 billion dinars, according to the National Planning Council. This institution is considered the most important production unit in Algeria in the field of

industrial automobile manufacturing, as it supplies national production and service institutions with different types of industrial automobiles, and the various means of transportation that it produces, including (trucks, small-sized buses, large-sized buses, tankers, spare parts... etc.). In general, this institution produces all vehicles intended for land transportation of people and goods. It also guarantees and upgrades after-sales services. Providing spare parts from the company's assortment in the market, to facilitate the repair and maintenance process.

Its most important achievement is the German-Algerian project, where a partnership was signed between (Algeria, the United Arab Emirates, and Germany) in March 2011, in order to establish a mixed company for the industrial automobile industry, seeking to develop the national mechanical industry in accordance with international quality standards applied by the company. "Mercedes" in its factories around the world (National Corporation for Industrial Automobiles in Rouiba - internal sources).

The SNVI Foundation, like other institutions, was affected by the Corona pandemic, which prompted those responsible for the management of this institution to take a number of measures through which it sought to reconcile the preservation of the safety of its workers on the one hand, and the continuation of its work under working conditions during the Corona pandemic to meet the needs of customers, quantitatively and qualitatively within the specified deadlines as much as possible, and among the procedures and measures undertaken by the institution, we mention:

- Forming a crisis cell for the Corona pandemic at the complex level, as well as at the level of each of its branches spread across the national territory, which meets periodically to follow up on health developments, moment by moment, made up of doctors and officials in the institution.
- Stopping activities that do not directly affect production, such as training courses.
- Stopping the trainees who practice their training in this institution to reduce the possibility of injuries.
- Publishing posters related to procedures and measures to prevent the Corona pandemic.
- Allocate committees in easily accessible places whose mission is to ensure the distribution and availability of protective means such as gloves, masks, hand sanitizer...etc.
- Conduct awareness campaigns for all workers in order to be vigilant and realize the extent of the danger of infection and transmission, especially for those who doubted it in the first days of the outbreak of the pandemic.
- Conducting sudden campaigns by the senior management staff to ensure that all preventive instructions are implemented in the workplace.
- Requesting external services (Benefit) to carry out continuous disinfection and sterilization of workplaces.
- Immediate suspension of all costs for missions (13)

9.2. Characteristics of the research community:

Table (1): shows the distribution of respondents according to age groups

Age group	Frequency	Percentage %
Less than 20 years	3	6
From 20 to 30 years	25	50
From 31 to 40 years	12	24
From 41 to 50 years	8	16
From 51 to 60 years	2	4
Total	50	100

We note from the table above that 50% of the sample members belong to the age group (20-30) years, compared to 24% of those whose age ranges between (31-40) years. While those in the age group (41-50) years, their percentage reached 16% of the total respondents. While 6% of the study group belongs to the age group that is less than (20 years). While the age group is from (51-60). So their percentage is estimated at 4% of the community total number of respondents.

It is noted that the research community includes a diversity of ages, but the youth group is the largest, which reflects the organization's keenness to attract the influential group in the productive sector, which requires muscle effort, in addition to the organization's desire to change the social composition of the organization's members in a way that serves the organization's goals. Considering that, the youth group is the most accepting of change compared to other groups.

Table (2): shows the distribution of respondents according to gender.

Gender of respondent	Frequency	Percentage %
Male	41	82
Female	9	18
Total	50	100

After presenting the table, that shows how the research population is distributed according to age groups. We move to the table that highlight how the respondents are distributed according to gender. As its results indicated that 82% of the sample members are male compared to 18% of the female respondents. In addition, this is the prevailing social structure in this organization is compatible with the nature of the organization's activity. Which is represented in the industrial sector, which requires certain physiological characteristics. Which are not present in the characteristics of the female element who cannot bear the industrial working conditions, especially in the workshops. This is on the one hand, and on the other hand, the cultural and social peculiarities, for the overall system (Algerian society), such activity is often limited to males.

Table (3): shows the distribution of respondents according to educational level

Educational level of the respondent	Frequency	Percentage %
Average	13	26
Secondary	27	54
Collectors	10	20
Total	50	100

We will discuss the data presented in the table above, which shows how the respondents were distributed according to educational level. Its results showed that the majority of the respondents had an educational level of (secondary) at 54% of the total sample. While those whose educational level was (intermediate) reached 26% of the total. Respondents, as for those whose educational level is (university), their percentage reached 20% of the total percentage of respondents. This social composition of the social actors of this system is also considered linked to the nature of the institution's activity, which does not require high levels of basic formation.

Table (4): shows the distribution of respondents according to professional category.

Occupational category of the respondent	Frequency	Percentage %
Implementation	21	42
Control	19	38
Frame	10	20
Total	50	100

After presenting the table that showed how the research population was distributed according to social status, we move to presenting the table that highlights how the respondents were distributed according to socio-professional categories. As its results indicated that, the majority of the respondents belonged to the category of implementation workers, at a rate of 42% of the total percentage of professional categories, compared to 38%. Of the total respondents who belong to the control workers category, while those who belong to the tire category reach 4% of the total sample. This indicates that the institution depends in its social structure on the harmonious distribution of the technical division of labor, as the implementation workers category occupies the largest percentage, then Followed by the category of control workers, and finally comes the category of tires. This is due to the nature of the organization's activity based on production within industrial workshops, which requires this proportionality in the socio-professional categories within the social patterns in the work environment.

The impact of working conditions during the Corona pandemic on job performance in the organization (SNVI).

The preventive measures resulting from the repercussions of the Corona pandemic imposed exceptional circumstances on social and economic life in general and working conditions in particular. In the following, we will try to shed light on a number of indicators and dimensions that reflected the circumstances of this stage and their repercussions on the performance of workers at the National Corporation for Industrial Vehicles - Rouiba (SNVI).

Table (5): shows the relationship of the effect of the type of work system on performance to the work system followed in light of the Corona pandemic.

	The effect of the type of work system on employee performance				Total	
	effect		had no effect			
The work system followed in light of the Corona pandemic	Frequency	%	Frequency	%	Frequency	%
Part-time work	27	09	3	10	30	100
Remote work	7	100	-	-	7	100
Shift work	12	92,3	1	7,7	13	100
Total	46	92	4	8	50	100

The general trend of the respondents regarding the effect of the type of work system on performance, and its relationship to the work system followed in light of the Corona pandemic indicates, that there is an effect of the type of work system on the job performance of employees by 92% of the total respondents. Supported by the category of respondents who state that the work system followed by the organization during the pandemic it is a remote work system for 100% of the total sample. On the other hand, the percentage of respondents who believe that the type of work system did not affect their performance was 8% of the total respondents, supported by the category of part-time workers at 10% of the total respondents.

In fact, these results reflect the impact of the type of work system that the working conditions imposed during the Corona pandemic on the institution, which varied between working in a part-time system based on dividing work between workers for a week versus staying in quarantine for a week or more. The limit also reached the limit during the peak stages of the pandemic. On some jobs that are related to the continuity of some of the tasks and services provided by the institution. These people move using a special permit provided by the security authorities at the request of the institution. In addition to, the remote work system that the pandemic imposed on the institution to work with those with key jobs (key positions) with functional specialization that to accomplish it. It relied on modern means of communication and technologies (especially e-mail, telephone, etc.), as for the shift work system, which was applied primarily to workshop workers and relied on reducing the number of workers inside the workshop and reducing working hours.

Table (6): Shows how the type of work system followed affects the performance of employees.

How does the type of work system followed affect the performance of employees	Frequency	Percentage%
Inability to provide high-quality performance	18	39.13
Inability to use alternatives to available means and methods of work during the pandemic	12	26.09
Inability to open communication channels	3	6.52
Inability to balance work and daily life	13	28.26
Total	* 46	100

* The total is less than the sample individuals are because it concerns the respondents who answered yes.

The results of the table show that the majority of the sample stated that the work system followed by the institution had affected their ability to provide high-quality performance, at a rate of 39.13% of the total respondents. While the answers of the respondents who expressed that it affected their ability to reconcile work and daily life ranged from 28.26% of the total sample. In contrast, those who answered that it affected their ability to use alternatives in the available means and work methods amounted to 26.09% of the total respondents. While those who answered that the work system followed by the institution affected their ability to open communication channels amounted to 6.52% of the total number of respondents' answers.

Commenté [M1]:

From here, we conclude that the various constraints expressed by the respondents in their answers indicate the disruption of the natural system of work. Which was caused by the circumstances resulting from the pandemic, and which prompted social actors in various roles in the institution to adopt a pattern of functional relations that aims to try to adapt the overall system (institution) in order to achieve the goals by improving the level of performance.

Table (7): Shows workers' commitment to working hours during the pandemic

Respondent's answer	Frequency	Percentage %
Adhered	5	10
Did not adhere	45	90
Total	50	100

It appears from the results of the table above that the majority of the sample members stated that they did not adhere to official working hours during the Corona pandemic. In addition, their percentage reached 90% of the total respondents, while the answers of the respondents who expressed that they adhered to official working hours during the pandemic were estimated at 10% of the total number of respondents' answers.

The respondents' answers reveal another aspect of the dysfunction that affected the system elements due to the impact of the pandemic on the working conditions of the National Industrial Vehicles Corporation – Rouiba. Related to the inability of workers to adhere to working hours, which was linked in part to the general system represented by the conditions of total quarantine, and the resulting forced cessation of public services (transportation).

Table. (8): Explains the reasons for workers' failure to adhere to work hours during the pandemic

Reasons for not adhering to working hours	Frequency	Percentage %
Illness	7	14
Lack of transportation	18	36
Fear of infection	17	34
No one to care for children at home	8	16
Total	50	100

We note from the results of the table above that the highest percentage of sample members attributed the reasons for workers' failure to adhere to work hours to the severe shortage of transportation (public, including employee transportation), at a rate estimated at 36% of the total

respondents. Even with the limited number of transportation available, the conditions of prevention from the pandemic imposed that the number of passengers should not exceed half the total number of bus seat. As expressed by the percentage 34% of the total sample members said that the reason for their failure to adhere to working hours during the pandemic was fear of infection due to the record numbers of infections among members of society in general, and employees of the institution in particular. On the other hand, those who answered that the reason for their failure to adhere to working hours during the pandemic was due to the absence of someone to care for their children at home amounted to 16% of the total respondents.

It is worth noting that the conditions of total quarantine that led to the closure of schools were followed by exempting foster mothers from attending their work positions. While the percentage of those who expressed that their failure to adhere to work hours during the pandemic was due to infection with the disease reached 14% of the total number of respondents' responses, as preventive measures imposed a compulsory paid leave for infected workers until their full recovery.

Table.(9): Shows the provision of protective equipment in the workplace during the pandemic

Respondent's answer	Frequency	Percentage %
Available	44	88
Not available	6	12
Total	50	100

It is clear from the table above that the majority of the sample members stated that protective measures were provided in the workplace during the Corona pandemic. At a rate of 88% of the total respondents, while the percentage of respondents who expressed that protective measures were not provided in the workplace during the Corona pandemic was estimated at 12% of the total number of respondents' responses.

The vast majority of respondents confirm the institution's keenness to provide means of protection in workplaces, during the Corona pandemic by working to allocate committees in easily accessible places, whose mission is to ensure the distribution and provision of various means of protection, including gloves, masks and various disinfectants.

The organization also sought external services to carry out continuous disinfection and sterilization of various workplaces. In this context, the organization worked to prevent gatherings and prevent the entry of foreigners in order to prevent the transmission of infection. The senior management was keen to carry out sudden campaigns to ensure the implementation of preventive instructions. Despite this, many infections were recorded among workers, especially during peak times and among skeptics.

As for the respondents, they stated that protective equipment was not provided in the workplace during the Corona pandemic, and they attributed this to the insufficiency of these available equipment, with some people exaggerating their requests, while others attributed it to some shortcomings in the work of the committees tasked with providing this equipment.

Table.(10): Shows the impact of workers' commitment to preventive measures on workers' performance.

Respondent's answer	Frequency	Percentage %
Effect	43	86
Did not affect	7	14
Total	50	100

The table above shows that the majority of the sample members stated that their commitment to preventive measures during the Corona pandemic affected their work performance. At a rate of 86% of the total respondents. While the percentage of respondents' answers who expressed that their commitment to preventive measures during the Corona pandemic did not affect their work performance was estimated at 14% of the total number of respondents' answers.

The results of the study indicate that a significant percentage of the sample stated that their commitment to preventive measures during the Corona pandemic affected their job performance. The reasons for this are due to the state of fear and anticipation that prevailed during the pandemic and the nature of work conditions. Such as changing the usual work system to a part-time work system, remote work, and reducing the number of workers on a shift system. People with chronic diseases, pregnant women and nursing mothers were also exempted from in-person work, especially with the increase in the number of infections, and the impact of these conditions on the psychological state of the institution's workers in particular and members of society in general in the face of the state of ambiguity and lack of information. In fact, these conditions have constituted a real source of pressure on workers at all levels, which has negatively affected their level of performance.

As for the category of workers who stated that their commitment to preventive measures during the Corona pandemic did not affect their work performance, they attribute this to the simplicity of their dealing with the situation imposed by these circumstances, and they're not falling into the trap of excessive fear of infection while taking precautions and caution.

Table (11): Shows the relationship between increased workload and the impact of the type of work System on performance.

	The impact of the type of work system on your performance				Total	
Increased workloads due to the exemption of some categories of workers	Impact		Don't Impact			
	Frequency	%	Frequency	%	Frequency	%
Increased workloads	46	% 95.8	2	% 04.2	48	100
No Increased workloads	-	-	2	%100	2	100
Total	46	%92	4	%8	50	100

The table above, shows that the general trend of the respondents regarding the relationship between the increase in work burdens, as a result of the exemption of some categories of workers,

and the effect of the type of work system on the job performance of the workers indicates that 92% of the total respondents confirmed the effect of the type of work system on their performance. Supported by the category of workers who stated that their work burdens increased as a result of the exemption of some categories of workers, at a rate of 95.8% of the total sample members.

On the other hand, 80% of the total respondents stated that the type of work system does not affect the performance of workers, supported by the group that stated that there is no increase in burdens on them as a result of exempting some categories of workers, at a rate of 100% of the total number of respondents.

The results of the data shown above can be explained by the impact of the working conditions within the National Industrial Vehicles Corporation (as a subsystem) on the coercive measures imposed by the overall system (the state) as a result of the spread of the Corona epidemic, which began with total quarantine measures and then turned into partial quarantine.

It was necessary to control it with a set of preventive measures that ensure the safety of individuals on the one hand, while ensuring the continuity of work on the other hand. These measures were represented in:

- Reducing the number of workers by half while respecting the conditions of physical distancing.

- Reducing the working hours,

- Exempting some categories of workers from in-person work (pregnant women, those with chronic diseases, and those infected with the epidemic).

This situation has placed an additional burden on the remaining workers, who have been entrusted with the responsibility of ensuring the continuity of the institution's work, in light of the challenges of the abnormal working conditions imposed by the pandemic, which included the part-time work system, the remote work system, and the shift system.

These combined circumstances affected the natural dynamics of the system, hindered the natural performance of individuals (achieving goals), and affected the natural pattern of relationships.

Table. (12): Shows the emergence of conflicts between workers due to work conditions during the Corona pandemic.

Respondent's answer	Frequency	Percentage %
Conflicts arose	94	98
Conflicts did not arise	1	2
Total	50	100

It is clear from the table above that the majority of the sample stated that the working conditions imposed by the Corona pandemic had caused conflicts between workers, at a rate of 98% of the total respondents. While the percentage of respondents who expressed that the working conditions imposed by the pandemic, were not a cause of conflicts between workers was estimated at 2% of the total number of respondents' answers.

These results, in fact, confirm the repercussions of the forced changes in normal working conditions due to the pandemic. And the depth of the effects it has had on the work climate as a result of the mandatory adherence to health prevention measures such as the mandatory wearing of masks, hand sanitizer, and respect for physical distancing. And other measures that increased the obsession with infection and transmission, especially with the increasing rate of infections and the

rising trend of deaths. All of which created psychological and social pressure on individuals, which coincided with the abnormal work conditions imposed by the pandemic conditions, from changing the normal work system to increasing burdens and work pressures. Which in turn was reflected in the natural working relationships between individuals and caused, them to change from a cooperative relationship to a conflict relationship. In the end, all these factors affected the job performance of individuals working at the National Industrial Vehicles Corporation - Rouiba.

10. Conclusion:

Many studies diagnose the multiple and transgressive effects of the Corona pandemic on various aspects of economic. Social, health and other life, through these difficult circumstances whose repercussions extended to work organizations and left prominent effects on the conditions and climate of work. Which affected the job performance of its employees, which we tried to reveal by shedding light on the impact of the Corona pandemic on job performance in the National Industrial Vehicles Corporation in Rouiba, and the following results showed:

- The impact of the type of work system imposed by the circumstances of the Corona pandemic on the job performance of workers.
- The impact of the type of work system imposed by the circumstances of the pandemic on workers' commitment to working hours in addition to the impact of the quarantine conditions, which reflected the impact of the sub-system (work conditions in the institution and workers' performance) on the overall system (prevention measures and quarantine imposed by the state).
- The institution's keenness to adhere to preventive measures and oblige its employees to preserve their safety, in fact, constituted a real source of pressure on individuals at all levels, which affected their level of job performance.
- The preventive measures taken by the institution, as a necessary measure to preserve the health of employees, from reducing their numbers, reducing working hours, and exempting some categories of workers from in-person work, constituted a source of additional work burden and pressure in addition to the psychological and social pressures surrounding individuals, which affected their level of performance.

The impact of the increased workloads and pressures, in addition to the psychological and social pressure imposed by the pandemic conditions, was reflected in the normal work relationships between individuals and caused them to change from a cooperative relationship to a conflict relationship that affected the job performance of individuals working at the National Industrial Vehicles Corporation - Rouiba.

We conclude from all of the above that the Corona pandemic has created abnormal work conditions that affected the normal rhythm of work dynamics, which negatively affected the job performance of individuals working at the National Industrial Vehicles Corporation - Rouiba.

Hence, we suggest that the organization study and assess these risks, in order to benefit from its experience and the experiences of other organizations in addressing this type of problem that affects the level of performance of organizations and may threaten their existence.

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