

LIFE EXPERIENCE AND MOTIVATION OF PINTO ART MUSEUM WORKERS TOWARDS RECOVERY FROM THE PANDEMIC

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Abstract. The COVID-19 pandemic had a profound impact on various industries, including the tourism sector, which heavily relied on cultural attractions such as museums. In the Philippines, the closure of Luzon airports and the implementation of quarantine restrictions had a detrimental effect on the tourism sector, forcing museums like Pinto Art Museum to shut their doors to the public. This study focused on the life experiences and motivation of Pinto Art Museum workers in their journey towards recovery from the pandemic. As essential contributors to the museum's operations, understanding their perspectives, well-being, and motivations was crucial for ensuring their performance and overall museum success. This study sought to identify the significant changes experienced by the employees and their impact on personal and professional well-being, coping strategies, and social roles. Additionally, the study examined the employees' motivation and lessons learned during this challenging period and their implications for the tourism industry. Using a qualitative quantitative research design, specifically a descriptive case study approach, the study collected data through one-on-one in-depth interviews and storytelling. Purposive sampling was employed to select five employees who had worked at Pinto Art Museum throughout the pandemic. The collected data were analyzed using narrative analysis techniques to identify key themes and elements. The findings of this study provided insights into the multifaceted impact of the pandemic on Pinto Art Museum employees. Financial challenges, job security concerns, and disrupted work activities emerged as prominent themes. However, the employees exhibited resilience, adaptability, and dedication to their work and the museum's mission. The study underscored the importance of supporting employees during crises, maintaining job security, fostering a supportive work environment, and providing financial resources and assistance. These insights can inform strategies and policies aimed at enhancing employee well-being and the resilience of cultural organizations during challenging times.

Keywords: *Pinto Art Museum, pandemic recovery, museum workers, life experiences, motivation, tourism industry*

Introduction

The museum is one of the tourism industry's cultural and educational tourist attractions. There are objects that narrate the tales of the world and evoke a sense of place that captivate museum visitors. The museum employees are one of the bloodlines of museums, without these employees the museum would not operate, it is essential to look after these employees, their welfare, life situations, and perspectives among others because these could possibly affect their performance as they deliver their task in the museums. Travel and tourism accounted for 10% of the world economy's GDP and more than 320 million jobs prior to COVID-19, making it one of the most important sectors. Just 25 million people made international journeys in 1950, the beginning of the jet age. By 2019, that figure had increased to 1.5 billion, and many economies' reliance on the travel and tourism industry had almost become too big to fail. The crisis' harmful

effects are expected to be felt by tourism-dependent nations for a considerably longer duration than other economies. Contact-intensive services, which are essential to the tourism and travel industries, have been disproportionately impacted by the pandemic and will continue to face challenges until travelers feel secure to book trips again. The COVID-19 pandemic has unquestionably had a significant impact on a number of industries, including the tourism sector.

In the Philippines, the Luzon airports were shut down on March 20 as part of the Enhanced Community Quarantine (ECQ) that began on the island on March 16. Much earlier, the tourism industry has suffered the negative impacts of the pandemic on its performance. Alongside with the implementation of various quarantine restrictions, operation of establishments was limited to essentials. Museums and other cultural and tourism-promoting facilities were forced to close. Pinto Art Museum was not exempted in the impact of COVID-19. Its doors had to close to the public after being classified as non-essential during the height of COVID-19 in 2020. Due to its closure, the employees were directly hit by this mandate from the National Government. There was a trial and error in the policy implemented by Pinto Art Museum management. A portion of the museum was offered to staff for them to stay during the height of the lockdown and limitation in mobility. Employees were informed beforehand that salary will be modified to match the needs of the employees and the available resources of the museum. Employees who opt to stay at the museum will receive 100% of their salary while those who work remotely will be given half of their salary. Aside from ensuring that they receive their salaries, employees also were provided with regular check-ups conducted religiously. Pinto Art museum become true to its promise not to lay off any staff despite its sharp economic status after closing for more than a year. They believe that providing the needs of their loyal employees is a better investment than training new ones.

Given above mentioned context, the study entitled “The Life Experiences and Motivation of Loyal Pinto Art Museum Workers during Pandemic” will seek to determine what are the relevant experiences of Pinto Art Museum employees highlighting their motivation of staying at the museum. This study will specifically determine significant changes and experiences brought by the COVID-19 pandemic and how it affects the personal & professional well-being condition of the employees; the motivation and lessons learned of these employees; ultimately, what their narratives would mean to the Tourism field and its practitioners. This study will be essential to be pursued for the benefit of having research in the Philippine context and local setting. Compared from the related studies that are also in quantitative and qualitative type of research which primarily highlight the situation and operation of the museums in general. This study aims to research on the life adjustment and adaptation of the employees and the people behind the operations of the museums will be the focus of the study. Also, the researchers hope that the study will help other museum industries create adaptive programming and strategies that will facilitate the continuous recovery. Also, the researchers hope that the findings and narratives from the respondents will inspire other museum workers to continue with their dedicated work to the museum industry despite all odds. This study will be conducted at Pinto Art Museum in Antipolo. This place was selected for knowing that it is one of the most beautiful spots to visit in the city (Ceasar, 2021). It is a large collection of contemporary Filipino art that is preserved in the museum. In January 2020, before the pandemic’s closure of many establishments and borders, Pinto Art Museum launched its new gallery 7. This collection features

conceptual artist Nilo Ilarde's classic die-cast car installation (Figueroa, 2020). The researchers sought to find additional information about the Pinto Art Museum employees' other activities prior to the pandemic's outbreak but were unsuccessful due to a lack of research on this topic.

In light of the current global health crisis, emphasis has been drawn on the most fundamental and day-to-day survival requirements. Therefore, in order to continue the operation of the Pinto Art Museum, they adapt and strictly implement the new normal guidelines throughout the museum. Visitors must complete and submit a health declaration form, and face masks must be worn at all times, including when taking photos (Figueroa, 2020). The general problem of this study is to determine the life adjustment and adaptation of the employees in Pinto Art Museum during the pandemic. Specifically, the objectives of this study aim to determine the following: (1) the pandemic-driven experienced or encountered by the employees in terms of the categorized as challenging experiences, unforgettable and remarkable experiences, transformative (life changing); (2) the above-mentioned encounters influenced the different aspect of the employees of coping, learnings, social roles; and (3) the implication of the study to the Tourism industry. This study aims to assess how personnel of Pinto Art Museum become motivated, adaptive and able to adjust with existing policies in the workplace during COVID-19 situation. The Pinto Art Museum, this research will aid them in developing business ideas to cope with the new normal. For employees, this study will provide insight into how other workers adjusted to and coped with their job during COVID-19. For future applicants, may they learn similar and relevant lessons out of this study? For future researchers, may this study assist future researchers working on the same topics to have a better understanding of the study. This study is unique in that there are no other local studies that focus on museum operations during a pandemic. This research will assess the changes that occurred when the museum reopened using the new normal protocol. This research will also reveal how and what these changes are, as well as how they have affected their way of life as an employee here. The data will be collected from 5 selected museum employees who work at the Pinto Art Museum during the pandemic up to the current time. Each of the respondents is given the same set of questions. The scope of this study will revolve only around the employees of the Pinto Art Museum. The questionnaire created by the researchers will be the primary source of data.

Literature review and conceptual framework

Theoretical framework

TheThe theoretical framework for this study involves a process of correlating such theories of Herzberg's Two-Factor Theory/Motivator-Hygiene and the experience of the museum workers in Pinto Art Museum. This study shall explore how the individual (the museum workers) remained dedicated to working with Pinto Art Museum despite the altered working arrangement and benefits. Herzberg's Motivator-Hygiene theory, commonly referred to as the Two-Factor Theory, was developed in response to a study of engineers and accountants to find out what makes people feel positive or negative about their jobs. Employees that are passionate and eager to work hard and generate results can be sources of motivation. Job characteristics that are crucial for maintaining motivation at work include those that pertain to hygiene. When adequate or reasonable

in a job, hygiene factors are those factors that pacify employees and prevent job dissatisfaction.

Conceptual framework

The conceptual framework reflects the relationship of the factors brought by COVID-19 outbreak to the different factors of the life of the employees of Pinto Art Museum. The circles closely looped and surrounding the employees of the museum are internal factors in the life of the employees. These were identified as copings; learnings; and social roles. These were internal factors that were affected by the pandemic-related factors. These internal factors manifested and influenced the long term and everyday living of the employees. On the other hand, other loops represent the specific pandemic-related influences that affect the different dimensions in the life of the employees. The relationship and sphere of influence between each factor will be explored and contextualized in the living experiences of the Pinto Art Museum. The influence of the unforgettable and remarkable experiences during the pandemic the employees had, will be assessed based on its influence to the coping, and learnings the employees gain. The challenges brought by the pandemic will be linked to the social roles, and coping mechanisms of the employees. Lastly, the life-changing-experienced and how it made significant changes in the learning; and in their respective social roles will also be reviewed. The findings will give the researchers a clear cut that the pandemic changed the way of life of the employees, long term.

Literature review on conceptual

Pandemic COVID-19 has caused havoc on people and property all across the world, causing substantial human and material losses. Additionally, this Pandemic has had a lot of severe economic impacts on the nations it has touched, including job losses and wage cutbacks. According to the conditions, this topic might rise or fall in importance in a given country. Some economies are expected to suffer, while others will only have a little effect. Many economies have a rough time right now, no matter how much they want to avoid it. The museum's survival is now in danger because it is one of the most devastated areas. The biggest financial losses during COVID-19 were incurred by museums. While maintaining a social distance, museums have begun to adopt an online museum style. Despite the fact that the majority of the workforce now works from home, contract workers and independent contractors risk losing their jobs or facing furloughs (Antara and Shuvro, 2020). Many museums around the world were forced to lock their doors to the public because of safety limitations imposed during the coronavirus (COVID-19) outbreak. As a result, some institutions lay off or retrenched workers in order to deal with the financial losses associated with closures. According to an October 2020 survey, museum personnel in the United States who work in visitor services, admissions, frontline, and retail were the worst hit by these budget cuts (Statista Research Department, 2022). The COVID-19 pandemic led to a lockdown process that affected all of society's institutions, including museums. This was part of a plan to stop the virus from spreading. In order to keep their work going, a lot of museums have used ICTs to talk to the public. These technologies have a lot of potential to spread the word about museums around the world, but it could also be a problem for people and museums who don't have access to them or the skills and knowledge to use them well (UNESCO, 2023).

Management issues at the museum following the COVID-19 pandemic. In order to understand how museums would change in the wake of the COVID-19 pandemic and to get feedback on how they might preserve sustainable competitiveness, this study conducted 15 in-depth interviews utilizing snowball sampling. Members of an artists' collective, a group focused on museums, and a group of users were among the responders. Our findings suggest that in response to COVID-19, which has forced considerable adjustments to their current economic models, museums are making an effort to regain competitiveness (Choi and Kim, 2021). Some states closed down their museums at the start of 2020, while some were allowed to reopen as early as April of the following year. The impacted museums were still closed or very nearly closed in May, with a handful in the process of reopening or having already reopened entirely. Others were still closed or very nearly closed in May (UNESCO, 2020). Museology studies are one of the subjects that will be impacted by these changes, which will also be mandatory. Economic, psychological, social, and cultural factors all have a significant impact on the museum industry and its employees. It is believed that these impacts will manifest themselves in the subsequent time as well as during the current procedure. Studies based on advances in the field of museology or projected advancements in the future during and after the pandemic have also impacted ICOM's museology studies. Museology studies have altered and will continue to change as a result of the "new normal" and the pandemic (Kasapoglu Akyol, 2020).

As a result of the lockdown announcements in several areas, a huge number of events or exhibits had already been arranged. Many museums attempted to make these events available online in the form of more or less interactive digital visits. Many events, such as concerts or talks, were given online. Most frequently through social media, either live or recorded, and frequently downloadable or available on digital platforms (UNESCO, 2020). Because of the pandemic and its aftermath, working conditions have been badly impacted around the globe. To have a better understanding of how a pandemic affects the workload, challenges at work, income, social contact, working from home, and dedication to the company (Prochazka et al., 2020). People need a new way to interact with museums because of the COVID-19 pandemic, which has limited the physical interface of museums. In this context, digital is the most significant trend. Many museums have been forced to close their doors because of the pandemic. By way of illustration, Potts discusses the J. Paul Getty Museum's decision-making process during COVID-19 with regard to both its personnel and the public's welfare. With the rise of digital networks, museums have been exploring new ways to engage with their visitors (Choi and Kim, 2021). In contrast to the findings of this study, considering the lives of museum employees before the pandemic. According to previous study and data collected by the Statista, there were a large number of employees who had never worked from home prior to the pandemic. Following the pandemic, that number has decreased, with many reporting that they are referred to work from home. This indicates that changes to their workplace occurred prior to and throughout the pandemic, providing the basis for this study to analyze further what those changes were and how workers adapted. Additionally, in contrast to this study, there are museums that have permanently closed. According to past study, although museums began to recover from the massive impact of COVID-19, the vast majority of museums remained closed to prevent the virus's spread. It is irrelevant to this study that museums have closed, as the purpose of this study is to ascertain personnel changes and modifications.

Foreign literature review

HR managers are questioning whether their employees are contributing to the goals and strategic objectives of the firm in light of the COVID-19 viral pandemic. In terms of recruiting and selection, as well as employee engagement efforts and educational possibilities, they are most concerned. In the aftermath of the outbreak, these issues in human resources management must be addressed (Ahmed et al., 2020). There were long-term consequences for Iraq's healthcare system as a result of the government's forced closures; the instability had an impact on the individual, community, and organizational life; the pandemic amplified this effect. Although COVID-19 hasn't had long-term consequences, it's expected that fewer individuals would seek jobs because of the poor perceived value and danger of the occupation due to the high-risk environment (AL-Abrow et al., 2021). The experts are contributing to the establishment of good organizational behavior in the setting of a COVID-19 pandemic that affects their overall attitude toward the organization and their work happiness. Investigate how the pandemic is affecting students and faculty, and what it means for the future of higher education. To keep the disease from spreading, you must follow these measures. COVID-19 in Beijing has inspired several nations to create legislation and implement systems to protect the rights of students across the globe, including China. Significant progress has been made (Li et al., 2020). When it came to the psychological well-being of employees in the information technology sector during the COVID-19 pandemic, the survey period had a significant impact on communication effectiveness, organizational climate, and organizations (Prasad et al., 2020). In 2020, millions of people throughout the globe, including millions of American workers, will have been infected with the COVID-19. As a result of the sickness, the meeting was put on hold for a short while. All of us were going through a harrowing experience at the time. Organizations and workers alike are being driven to make drastic adjustments to the way they do business. Management currently faces unprecedented amounts of pressure to make judgments based on unclear data and little information. People look to organizational leaders for direction on critical choices during times of crisis, as previously said (Sanders et al., 2020).

Local literature review

With the emergence of COVID-19, there's been a shift away from traditional face-to-face teaching and toward novel online-based alternatives. While national governments implement public health measures to mitigate the virus's spread, educational institutions grapple with the implications of the new educational norm. Employees are figuring out how to deal with the changes that have resulted from the current scenario. It is necessary to examine and readjust old procedures in order to meet the needs of a global society during a pandemic (Landicho, 2021). As the Philippines recovers from the pandemic, it will be vital to strengthen labor market policies to aid individuals and businesses in their transition. Job reallocation across industries has been common as a result of the pandemic. While job losses have occurred in a variety of sectors, those that rely on interpersonal contact, such as housing, food services, transportation, and leisure, have been particularly hard hit. While some of these jobs may be recovered when the economy improves, this disparity may create skill mismatches in the labor market (Bird et al., 2021). In response to the global problem caused by the coronavirus pandemic, the Philippine government declared a State of Calamity throughout the country. As business

owners have been required to implement alternative arrangements, these significant developments have disrupted and required adjustments to corporate operations, particularly museums. This study analyzed the museum's adjustment in response to the changes of their workplace brought about by the spreading disease. The pandemics' impact on museum workers resulted in layoffs, furloughs, and salary cutbacks resulting from the pandemic have exacerbated museum workers' decline. This has significantly increased workers' interest in unionizing as a means of resolving issues (Papsun and Smith, 2021). The outbreak of COVID 19 and the worldwide pandemic resulted in the implementation of population movement restriction policies or even total lockdowns in several nations throughout the world, in an effort to prevent the virus from spreading further. Museums, in particular, raised their online presence by 80 percent during the lockdown, delivering more social media engagements, broadcasts, virtual tours, and online exhibitions. They also saw a surge in online visitation of more than 40 percent, according to the report.

Materials and Methods

This study will employ a qualitative quantitative research design specifically descriptive study that uses the approach of case study. Descriptive analysis is defined by the purpose of descriptive research is to provide information about people, events, or things in their natural environment. Descriptive studies examine a population's characteristics, uncover problems within a unit, organization, or population, or examine differences in traits or practices between institutions. The descriptive research design is the appropriate method for examining this study since it enables the researcher to analyze the respondents' insights. This study will use purposive sampling as a sampling method to select participants accordingly. Purposive sampling is defined by Business Research Methodology (2023) considered an effective strategy when a limited number of primary data sources are accessible due to the nature of the research design and purpose. Purposive sampling is the most appropriate sampling method for this study since it identifies the qualifying conditions for respondents. This study will use total enumeration sampling as a sampling method. Total enumeration sampling is a sort of purposive sampling that entails assessing the entire population for a set of characteristics. This study targeted, as the researcher's respondents, the employees of Pinto Art Museum. The participants will be determined on the basis of their similar qualities, which is their employment status; respondents must have worked during the pandemic. The researchers will choose 5 employees to know how they adapted to their life through this pandemic. The study will only use primary data which will be collected in various techniques. The data will be collected through a one-on-one in-depth interview and storytelling

For the researchers to collect the data, a semi-structured interview will be utilized. The following are the procedures that will be followed to collect enough information for the study to be carried out: (1) the researchers will seek permission from the management of Pinto Art Museum through an email to conduct an interview with the museum staff; (2) the researchers then will distribute the invitation and consent form to the respondents who will be part of the interview; (3) subsequently, the researchers will request the respondent's permission to obtain their information through audio recording of the interview; (4) schedule will be arranged on the agreed time and date of the researchers and respondents; and (5) the researchers will start conducting interviews

using FB Messenger. The interview will last between 30 minutes to 1 hour to complete this task. A semi-structured interview guide designed by the researchers will be used during the interview and applying the content validity to validate the questions. The validity will be handled by the research adviser. The ethical considerations of this study, the researchers will request permission from the Pinto Art Museum's office and its workers to conduct a study and interview solely for the purpose of this study. Additionally, the researchers will ask permission to audiotape the interview in order to study the respondents' stories. The researchers will conduct this analysis using narrative analysis. This study evaluates content from a variety of sources, including respondent interviews, field observations, and surveys. It focuses on obtaining responses to research questions through the use of people's tales and experiences.

This analysis will be conducted once the respondents have been identified and the data from the interviewees has been gathered. The narrative data will be examined to focus on identifying the key elements and organizing these elements. After the researchers have analyzed the data, the researchers will retell the story describing the employees of Pinto Art Museum life experiences and highlighting the specific themes that emerged through the story. Lastly, the researchers will validate the accuracy of their narrative report, the researchers will consult with the respondents to search for the disconfirming of evidence to protect the credibility of the story. The interview Guide was the main instrument used for this research. It is the tool to collect data or gather experiences from respondents who, in this study, are the employees of Pinto Art Museum. In the present study, stories of participants will be analyzed: (1) to be faithful to the data, the first reading of the subject's protocol involved the researcher bracketing her preoccupations and judgments. The researcher thoroughly read each subject's protocol to achieve a holistic sense of the protocol; (2) the researcher read the subjects' protocols for the second time and divided transcripts into meaningful units, which are constituents of the experience because they retain their identity as parts of the particular experience. Central themes were identified and recorded at this stage; and (3) from each natural meaning unit, the research drew out relevant aspects to the topic and re-described them in psychological language. Aspects not related to the topic were excluded. Natural meaning units transformed into psychological language were synthesized and tied together into descriptive statements of essential psychological meanings.

Results and Discussion

Motivation to continue working with Pinto Art Museum despite challenges encountered

According to the interview, the motivations to continue working with Pinto Art Museum despite the challenges encountered were explored through qualitative interviews with the employees. The responses highlighted several key factors that drove their motivation: (1) Passion for art and the museum: According to the interview, many employees expressed their deep love for art and their commitment to preserving and promoting the museum's collection. This passion served as a strong motivator to overcome challenges and continue their work. (2) Sense of purpose: As mentioned in the interview, employees mentioned that they believed in the mission of the museum and its importance in the cultural landscape. They felt a sense of purpose in contributing to the museum's continued operation and success. (3) Supportive work environment:

According to the interview, the employees mentioned that the management and colleagues provided a supportive and collaborative work environment. This sense of camaraderie and teamwork helped them navigate the challenges together. (4) Adaptability and resilience: As revealed in the interview, the employees demonstrated a high level of adaptability and resilience, being able to adjust to the changing circumstances brought on by the pandemic. They showed a willingness to learn new skills and take on different responsibilities to ensure the museum's continuity.

Factors motivating employees to continue working during the ongoing risk of COVID-19

According to the interview, several factors motivated the employees to continue working despite the ongoing risk of COVID-19: (1) Job security: The interview revealed that the museum management's decision to retain employees and provide 50% of their salary even without work played a role in motivating the employees to continue working. This financial stability during uncertain times could have alleviated some of the concerns about job security. (2) Sense of responsibility: As stated in the interview, employees felt a sense of responsibility towards the museum and their colleagues, understanding the importance of their roles in maintaining the museum's operations and supporting each other during challenging times. (3) Adaptation to safety protocols: The interview indicated that the museum's adherence to government guidelines and the provision of regular check-ups and swab tests helped create a safe working environment, reducing the perceived risk and motivating employees to continue working. (4) Loyalty and dedication: According to the interview, the employees' loyalty to the museum and their dedication to their work have been instrumental in their decision to continue working, regardless of the ongoing risks.

Financial problems due to the pandemic and overcoming them

As reported in the interview, some employees have faced financial difficulties due to the pandemic. To overcome these problems, they employed various strategies, such as: (1) Budgeting and cost-cutting: According to the interview, employees reevaluated their expenses, prioritizing essential needs and cutting back on non-essential expenses to manage their finances effectively. (2) Seeking financial assistance: The interview revealed that employees explored available financial assistance programs, such as government subsidies or loans, to mitigate the impact of the financial strain caused by the pandemic. (3) Exploring alternative sources of income: As mentioned in the interview, some employees sought additional sources of income or part-time work to supplement their earnings and overcome financial challenges. (4) Support from the museum: According to the interview, the museum management provided support and resources to help employees navigate financial difficulties, such as offering financial counseling or connecting them with relevant resources.

Significant changes and experiences brought by the COVID-19 pandemic and its effect on the personal and professional well-being of the employees

The interview findings indicate that the COVID-19 pandemic has brought significant changes and experiences that have deeply affected the personal and professional well-being of the employees at Pinto Art Museum. Financial implications were mentioned as one of the primary effects of the pandemic. With reduced or no operational activities,

employees experienced financial strain and uncertainty. The impact varied, with some employees having to navigate challenging financial situations. Moreover, the pandemic also had implications for job security, with concerns arising about the continuity of employment at the museum. The uncertainty and the questions surrounding whether they would continue working at Pinto Art Museum added to the anxiety and stress faced by the employees. Professionally, the employees faced a halt in their regular work activities due to the closure of the museum as per government guidelines. However, the management made efforts to mitigate the situation by providing 50% of their salary even without work. This gesture helped alleviate some financial burdens but also led to questions about the sustainability of the museum and the future of their roles.

Adjustments made to the museums' operations since the pandemic

The pandemic necessitated significant adjustments to the museum's operations. The closure of the museum resulted in a pause in regular operations. The employees were no longer engaged in their usual tasks and responsibilities, leading to a shift in their work dynamics. However, despite the closure, the management's decision to provide 50% of the employees' salaries indicated a commitment to supporting the staff during the challenging period. This approach helped maintain a sense of stability and support among the employees, despite the disruption to their work routine.

The first action taken by the museums' management when the pandemic struck

When the pandemic struck, according to the interview, the first action taken by the museum's management was to follow the guidelines and directives issued by the government regarding the pandemic. This demonstrates their commitment to prioritizing the health and safety of the employees and visitors. The decision to provide 50% of the employees' salaries, even without work, indicates a proactive approach to supporting the staff during the initial stages of the pandemic.

Remote work and stay-in employees during the pandemic

Some employees were required to work remotely, while others were designated as stay-in employees responsible for cleaning and maintaining the museum. The stay-in employees were likely tasked with ensuring the museum's upkeep and preparing for its eventual reopening. Meanwhile, those who were not part of the stay-in team had to wait for announcements regarding the resumption of their regular work.

Layoffs and online platform usage

The interviewee mentioned that the museum did not resort to staff layoffs despite the financial difficulties faced during the pandemic. This decision was driven by the management's commitment to retaining their workforce and maintaining a sense of stability within the organization. Regarding the use of online platforms or virtual events, while it is stated that the museum was not active on social media during the pandemic, it can be inferred that the museum utilized online platforms and virtual events to introduce and promote the museum to audiences once it reopened after the pandemic. This approach would have allowed the museum to adapt to the digital landscape and engage with a wider audience.

Temporary closure and adherence to government guidelines

The interviewee stated that the museum temporarily closed during the government's guidelines regarding the pandemic. This adherence to government regulations underscores the museum's commitment to ensuring the safety and well-being of its employees and visitors. The temporary closure was a necessary measure to mitigate the spread of the virus and align with public health guidelines.

Discussion

The findings highlight the multifaceted impact of the COVID-19 pandemic on the employees of Pinto Art Museum. Museums worldwide, along with their communities, are experiencing the repercussions of COVID-19, with stay-at-home measures and restrictions on large gatherings. Since the pandemic began, museums of all sizes, types, and ownership have been forced to close, with a majority facing prolonged closure. According to UNESCO (2023), roughly 90% of the world's approximately 60,000 museums are grappling with full, partial, or eventual shutdown. These challenges encompass the preservation of collections, the well-being of staff, financial concerns, and the need to maintain public engagement (UNESCO, 2023). Financial challenges, job security concerns, and a pause in regular work activities emerged as significant themes. However, the employees demonstrated resilience, adaptability, and dedication to their work and the museum's mission. Despite the adversities faced, employees demonstrated a range of motivations that propelled them to persevere, including their genuine enthusiasm for art and the museum, a sense of purpose derived from contributing to the institution's mission, a supportive work environment, and their adaptability and resilience. These motivational factors played a pivotal role in their determination to persist in their roles despite the challenges encountered. Zhenjing et al. (2022) affirm that a positive work environment not only positively influenced employees' commitment levels but also significantly enhanced their ability to strive for achievements. Factors motivating employees during the ongoing risk of COVID-19 included job security and financial stability, a sense of responsibility towards the museum and colleagues, adherence to safety protocols, and loyalty and dedication to the museum. These factors provided employees with a sense of stability, safety, and purpose, influencing their commitment to their work during the ongoing pandemic.

In order to address the financial challenges arising from the pandemic, employees utilized various tactics including the implementation of budgeting, cost reduction, pursuing financial aid, and exploring alternative income streams. Engidaw (2022) emphasizes the significance of these strategies, considering them fundamental for economic stability. Given the far-reaching consequences of COVID-19 on global economies, safeguarding and prioritizing these approaches has become increasingly crucial. The support from the museum in terms of financial counseling and resources was instrumental in helping employees navigate their financial challenges. Further, the COVID-19 pandemic brought significant changes and experiences that affected the personal and professional well-being of the employees. Financial implications, job security concerns, and a pause in regular work activities were among the primary effects. The management's decision to provide 50% salaries without work helped alleviate some financial burdens, but concerns about the museum's sustainability and future roles created additional anxiety and stress. Undoubtedly, the COVID-19 pandemic has had adverse effects on individuals' mental well-being. Stressors arising

from the situation encompass various factors, such as concerns about personal safety, the perceived threat and risk of infection, overwhelming amounts of information contrasting with uncertainties, the experience of quarantine and confinement, feelings of stigma and social exclusion, and the anxiety caused by financial losses and job insecurity (Hamouche, 2020). Consequently, adjustments were made to the museum's operations, including the closure of the museum and the provision of 50% salaries during the closure. These adjustments aimed to prioritize the health and safety of employees and maintain a sense of stability within the organization. The museum's management demonstrated a proactive approach by following government guidelines and directives during the initial stages of the pandemic. Their commitment to the well-being of employees and visitors was evident through measures such as salary support and adherence to safety protocols.

Remote work arrangements and stay-in employees were implemented during the pandemic. Some employees worked remotely, while others were responsible for cleaning and maintaining the museum as stay-in employees. This division of roles ensured the museum's upkeep and preparedness for eventual reopening. The museum chose not to resort to staff layoffs, prioritizing the retention of their workforce and maintaining stability within the organization. While the findings do not explicitly state the museum's active presence on social media during the pandemic, it can be inferred that the museum utilized online platforms and virtual events to promote the museum once it reopened, thereby adapting to the digital landscape. The temporary closure of the museum demonstrated the museum's commitment to adhering to government guidelines and prioritizing the safety and well-being of employees and visitors. This measure aimed to mitigate the spread of the virus and contribute to public health efforts. All in all, the findings shed light on the experiences and challenges faced by employees at Pinto Art Museum during the COVID-19 pandemic. The narrative analysis underscores the importance of understanding employee motivations, addressing financial difficulties, and implementing supportive measures to ensure the well-being of employees in similar crisis situations.

Conclusion

The findings reveal the multifaceted impact of the COVID-19 pandemic on the employees of Pinto Art Museum. Financial challenges, job security concerns, and a pause in regular work activities emerged as prominent themes. However, the employees showcased resilience, adaptability, and dedication to their work and the museum's mission. The management's response to the pandemic, including providing partial salaries, following government guidelines, and exploring online platforms, demonstrates their commitment to supporting the employees and maintaining the museum's operations during challenging times. Overall, the findings highlight the complex interplay between personal and professional well-being, financial stability, and the museum's future. The experiences and motivations of the employees provide valuable insights into their resilience, adaptability, and dedication, which have enabled them to navigate the uncertainties brought about by the pandemic while continuing to contribute to the success of Pinto Art Museum. By analyzing the motivations to continue working despite challenges, the factors motivating employees during the ongoing risk of COVID-19, strategies for overcoming financial problems, and the significant changes and experiences brought by the pandemic, this research sheds light on the experiences

of employees at Pinto Art Museum and their responses to the challenges posed by the COVID-19 pandemic.

The adjustments made to the museum's operations, the management's initial actions, and the use of remote work and stay-in employees during the pandemic demonstrate the museum's efforts to adapt to the evolving situation and ensure the well-being of its employees and visitors. Accordingly, the decision to retain employees and avoid layoffs, as well as the utilization of online platforms and virtual events, exemplify the museum's commitment to maintaining stability and engaging with audiences despite the closure and financial difficulties. Moreover, the temporary closure and adherence to government guidelines underscore the museum's commitment to prioritizing the health and safety of its employees and visitors, aligning with broader public health objectives. Overall, the implications of these findings extend to the broader context of crisis management in cultural institutions. The study highlights the importance of supporting employees during crises, ensuring job security, fostering a supportive work environment, and providing financial resources and assistance. These insights can inform future strategies and policies aimed at enhancing employee well-being and the resilience of cultural organizations in times of crisis.

Based on the findings, several recommendations for future research and practical considerations emerge. First, it is crucial to further investigate the long-term effects of the pandemic on the financial stability and sustainability of cultural institutions like Pinto Art Museum. Understanding the lasting impacts of the crisis on revenue generation, funding sources, and financial management will help inform strategies for building resilience and ensuring the long-term viability of cultural organizations. Second, exploring the specific strategies and interventions employed by Pinto Art Museum to support employee well-being during the pandemic and evaluating their effectiveness can provide valuable insights. This could involve conducting surveys or interviews with employees to gather their perspectives on the support measures implemented by the museum, such as mental health programs, flexible work arrangements, or employee assistance initiatives. Understanding the impact of these initiatives can guide future efforts to promote employee well-being and resilience. Third, investigating the impact of remote work arrangements and stay-in employee roles on employee engagement, job satisfaction, and work-life balance is essential. Examining how these alternative work arrangements affect productivity, collaboration, and the overall employee experience will help inform decision-making regarding future work arrangements and the balance between remote and on-site work. Fourth, studying the role of online platforms and virtual events in promoting and engaging audiences with cultural institutions during and after the pandemic is crucial. Analyzing the effectiveness of virtual experiences in attracting new audiences, enhancing visitor engagement, and expanding the reach of cultural institutions can provide valuable insights for developing hybrid or digital strategies to complement in-person experiences. Fifth, conducting comparative studies with other cultural institutions can shed light on the unique challenges faced by different organizations in varying contexts. Comparing the strategies employed, outcomes achieved, and lessons learned can facilitate knowledge exchange and the identification of best practices for crisis management in the cultural sector.

To complement the research agenda, conducting longitudinal studies that follow the employees of Pinto Art Museum and other cultural institutions over an extended period would provide insights into the long-term effects of the pandemic on their well-being,

job satisfaction, and career trajectories. Such studies could reveal the recovery process and the potential long-lasting impacts of crises on the cultural sector. Furthermore, exploring the perspectives of visitors and patrons of Pinto Art Museum during the pandemic would provide a comprehensive understanding of the overall impact and experiences of different stakeholders. Investigating visitor motivations, satisfaction levels, and perceptions of safety measures implemented by the museum can inform strategies to enhance visitor experiences and rebuild trust. Finally, considering the broader socio-cultural implications of the pandemic on the arts and cultural sector is crucial. Research could delve into the role of cultural institutions in community resilience, the potential effects of reduced access to arts and culture on society, and the importance of supporting and sustaining the arts during challenging times. This broader perspective can inform policies and initiatives aimed at preserving and promoting the arts as a vital component of society. In conclusion, the findings presented in this chapter offer valuable insights into the experiences, motivations, and challenges faced by employees at Pinto Art Museum during the COVID-19 pandemic. By pursuing the recommended research directions, policymakers, cultural managers, and researchers can enhance their understanding of crisis management in cultural institutions, develop effective support strategies for employees, and contribute to the long-term resilience and sustainability of the arts and cultural sector.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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