

## Assessment of Adaptability through Psychological Well-Being during Covid Crisis for Job Retention

**<sup>1</sup>B Saravanan, <sup>2\*</sup>Dr. S. Vasantha(Corresponding author),**

<sup>1</sup>Research Scholar, <sup>2</sup>Head of the MBA shipping & logistics management

<sup>1,2</sup>School of Management Studies,

<sup>1,2</sup>Vels Institute of Science, Technology, and Advanced Studies,

<sup>1,2</sup>India.

Saravananbiff@gmail.com

Received:12 -January -2023

Revised: 22-February -2023

Accepted:26-March-2023

### Abstract

Psychological well being is one of the most important part that played a crucial role in the covid-19 situation. Employers can assist in maintaining employee morale and job satisfaction by avoiding layoffs and retaining employees. Employees are more likely to be engaged and productive when they feel safe in their positions. Employers may save money in the long run by keeping their current employees, as hiring and training new workers can be costly. Research methodology is another part that plays a crucial role in this research. Positivism research philosophy and descriptive research design has been used in this study to make the research Effective. Primary data collection and analysis has also been used in this research to improve the decision making process. It has been found that Organizations can foster a culture of resilience by promoting teamwork, encouraging open communication, and celebrating successes. This can help employees feel supported, motivated, and engaged during challenging times.

**Keywords:** Job retention, psychological behavior, employee treatment, Covid-19 crisis, effective decision-making

### Introduction

#### Background

The COVID-19 crisis has brought unprecedented challenges to many individuals and organizations, particularly when it comes to job retention. The pandemic has disrupted work environments and has caused significant changes to how we work, communicate, and interact with others. In order to maintain job retention during this time, adaptability through psychological well-being is crucial (Gavin et al. 2020, p.51). Psychological well-being refers to a person's overall sense of mental and emotional health, which includes feelings of happiness, satisfaction, and meaning in life. In order to enhance psychological well-being during the COVID-19 crisis, individuals can focus on building resilience, reducing stress, and improving their coping strategies.

Stay connected with others: Social support can help reduce stress and improve overall well-being. Stay connected with colleagues, friends, and family through virtual means, such as video conferencing, phone calls, or messaging. Take time for self-care activities, such as exercise, meditation, or hobbies. Self-care can help reduce stress and improve overall well-being.

Setting realistic goals can help maintain a sense of purpose and direction during this time (Rogers et al. 2022, p. 885). Focus on short-term goals that are achievable, and celebrate successes along the way. With remote work becoming more prevalent, it's important to set boundaries between work and personal life. Establish a routine, take breaks, and set aside time for activities outside of work. In the case of struggling with mental health during this time, seek professional support from a mental health professional or employee assistance program (EAP).

#### Rationale

The COVID-19 crisis has had a significant impact on the job market, leading to job losses and unemployment. However, for those who are still employed, job retention has become a priority. Stay up-to-date with your organization's policies and procedures regarding COVID-19. This can help you understand how the pandemic is affecting your job and what measures are being taken to ensure job retention (Anjum&Rahaman, 2022, p.65). The

COVID-19 crisis has forced many organizations to adapt quickly. Being flexible and adaptable can help you remain valuable to your employer during this time.

Taking the initiative to learn new skills or take on additional responsibilities can demonstrate your value to your employer and increase your job security. Despite the challenges presented by the pandemic, maintaining productivity is crucial for job retention. Make sure you're meeting your goals and expectations, even if you're working remotely. Communication is essential during the COVID-19 crisis. Communicating regularly with your employer, colleagues, and clients to stay connected and ensure everyone is on the same page (De Kock et al. 2021, p.15). The COVID-19 crisis has been challenging, but maintaining a positive attitude can help to stay motivated and resilient during this time. Focus on the things you can control, and look for opportunities to grow and develop professionally.

### ***Aim and objectives***

Aim -

The aim of the research is to understand the details about adaptability through psychological well-being during covid-19 crisis for job retention.

Objectives -

The main objective of the research is

- To understand the details of psychological well being
- To evaluate the scenario for job retention during COVID crisis
- To derive the relationship between psychological wellbeing and job retention during covid-19 crisis
- 

### ***Research questions***

The main research question of the study is

- What is the psychological wellbeing in job retention?
- How do the factors impact the job retention process?
- Which are the major benefits of psychological wellbeing in the job retention process?

### ***Significance of the research***

The research is based on adaptability through psychological well-being during covid-19 crisis for job retention. This will represent a detailed overview on the related factor that will be helpful for the other researcher to gather information on the same in the particular research area.

### **Literature review**

#### ***Psychological well being***

Psychological well-being refers to the state of being happy, healthy, and fulfilled in one's psychological and emotional life. It encompasses a range of factors including positive emotions, life satisfaction, meaning and purpose in life, positive relationships, self-acceptance, and personal growth.

Positive emotions: experiencing a wide range of positive emotions, such as joy, gratitude, contentment, and love.

Self-acceptance: accepting and valuing oneself despite imperfections and limitations.

Autonomy: having a sense of control over one's life and choices.

Purpose and meaning: having a sense of direction and purpose in life, and feeling that one's actions and efforts are meaningful (Luo& Hancock, 2022, p. 113).

Personal growth: striving to develop one's potential, learn new things, and expand one's horizons.

Positive relationships: having supportive and fulfilling relationships with others.

Environmental mastery: having the ability to manage one's environment and create a life that is consistent with one's values and goals (Gassman et al. 2020).

Psychological well-being is important for overall health and happiness, and can be achieved through various means, such as cultivating positive relationships, engaging in meaningful activities, practicing self-care, and seeking support from mental health professionals when needed.

### ***Impact of the job retention process***

The job retention process refers to the measures taken by employers to keep their employees employed and avoid layoffs during times of economic hardship or organizational change. The impact of the job retention process can be significant for both employees and employers. Avoiding layoffs and retaining employees, employers can help maintain employee morale and job satisfaction. In the case of employees feeling secure in their jobs, they are more likely to be productive and engaged. Retaining employees can be cost-effective for employers in the long run, as it can be expensive to recruit and train new employees (Nguyen, 2020). Investing in employee retention, employers can save money on hiring and training costs. Retaining employees can help maintain organizational stability and prevent disruptions to business operations. In the case of employees staying with a company, they become more familiar with the organization's processes and procedures, and are better equipped to handle challenges.

The job retention process can also lead to increased employee loyalty. When employees feel that their employer values them and is committed to their well-being, they are more likely to be loyal to the company and stay with it for the long term. Retaining employees can also lead to opportunities for employee development and career growth. When employees stay with a company for a long time, they can develop a deep understanding of the organization and its goals, and can take on leadership roles or contribute to strategic decision-making (Rehman et al. 2020, p. 41). The job retention process can have a positive impact on both employees and employers. By retaining employees, employers can maintain stability and save money, while employees can benefit from job security, career growth opportunities, and a positive work environment.

### ***Benefit of psychological well-being in job retention during covid-19 crisis***

Psychological well-being can be a critical factor in job retention, particularly during times of crisis such as the COVID-19 pandemic. Psychological well-being can help employees to build resilience and cope with the challenges of the COVID-19 crisis. Employees who are more resilient are better able to adapt to changes in the workplace and overcome obstacles, which can increase their chances of job retention. Psychological well-being can also increase job satisfaction, which is an important factor in employee retention (Gavin et al. 2020, p.51). In the case of employees who are satisfied with their job, they are more likely to stay with their employer. The COVID-19 pandemic has been a source of stress for many employees. Psychological well-being can help to reduce stress levels, which can lead to improved job performance and increased job retention.

Psychological well-being can also promote creativity and innovation in the workplace. Employees who feel positive and motivated are more likely to come up with new ideas and solutions, which can benefit their employer and increase their value as an employee. Psychological well-being can also improve teamwork and collaboration in the workplace. Employees who feel positive and motivated are more likely to work well with others and contribute to a positive work culture, which can enhance job retention (Magner et al. 2021, p. 13). Overall, psychological well-being can benefit job retention during the COVID-19 crisis by promoting resilience, job satisfaction, stress reduction, creativity and innovation, and teamwork. By investing in the psychological well-being of their employees, employers can increase the likelihood of retaining valuable employees during this challenging time.

### **Research methodology**

Positivism is a research philosophy that emphasizes the use of empirical methods and scientific observation to study social phenomena. This approach assumes that the world is objective and external to the observer, and that social phenomena can be studied objectively using quantitative research methods (Park et al. 2020, p. 693). Positivist research emphasizes the importance of objectivity, meaning that the researcher should strive to remain unbiased and neutral in their observations and analysis. Positivism emphasizes the use of empirical methods such as

observation, experimentation, and measurement to gather data about social phenomena. In this particular research, positivism research philosophy has been used to perform the work properly.

Descriptive research design is a type of research methodology that involves describing and analyzing a phenomenon or group of phenomena without influencing or manipulating them. Descriptive research is often observational, meaning that researchers observe and record what is happening in a natural or laboratory setting without intervening or manipulating variables. Descriptive research design is often cross-sectional, meaning that it involves the collection of data at a single point in time or over a short period (Hunter et al. 2019). Descriptive research often involves the use of a sample, which is a subset of the population under study. The sample should be representative of the population, so that the findings can be generalized to the population. Therefore, in this particular research study, descriptive research design has been used to perform the work properly.

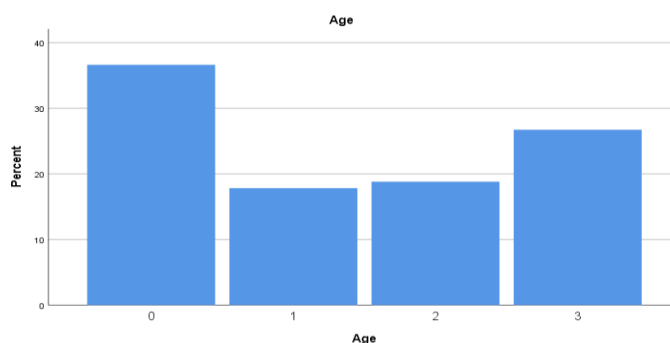
The deductive research approach is a top-down research methodology that starts with a theoretical or conceptual framework and uses data to test and confirm or refute hypotheses. In the deductive approach, the research begins with a general theory or hypothesis and then moves towards specific observations or testing. The deductive approach starts with the development of a theory or hypothesis that is based on previous research or established theories (Casula et al. 2021, p. 1709). The hypothesis is then tested through the collection and analysis of data. The goal is to either confirm or refute the hypothesis based on the empirical evidence. Data collection in the deductive approach is often quantitative and structured, using standardized instruments such as surveys, questionnaires, or experiments.

Data collection is another crucial part in the research study that represents the better overview of the analytical area. In this particular research study, a primary data collection method has been used. Survey has been adopted in this study to collect the required information for the analysis part. 101 respondents have been used in this survey as the sample size that maintains a proper working process also. IBM SPSS is one of the analytical tools that has been used in this study. The primary data analysis with the statistical method has also helped the researcher to make proper decisions based on the generated result.

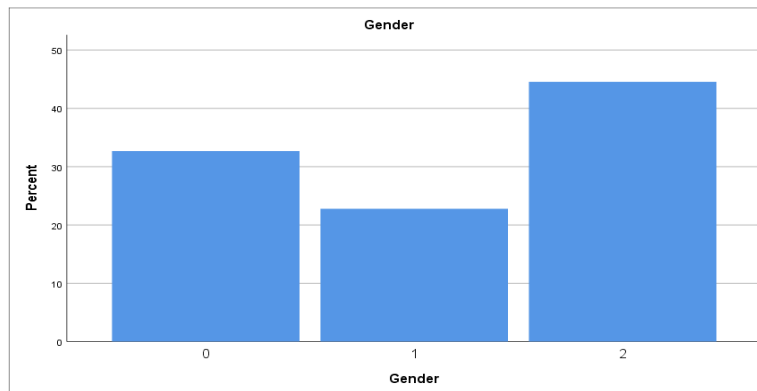
Ethical considerations are an important aspect of any research study, and refer to the principles and values that guide researchers in ensuring that the study is conducted in an ethical manner. Researchers must obtain informed consent from participants before collecting data. This involves providing participants with information about the study, including its purpose, procedures, risks, and benefits, and obtaining their voluntary agreement to participate. Researchers must ensure that participants' personal information is kept confidential and is not disclosed to anyone without the participant's consent (Hancock et al. 2020, p.92). This includes protecting participants' privacy and confidentiality when collecting and storing data. Researchers must take steps to minimize any harm or risk to participants, both physical and psychological. This includes avoiding unnecessary risks and ensuring that any potential risks are disclosed to participants and minimized to the greatest extent possible.

## Results and discussion

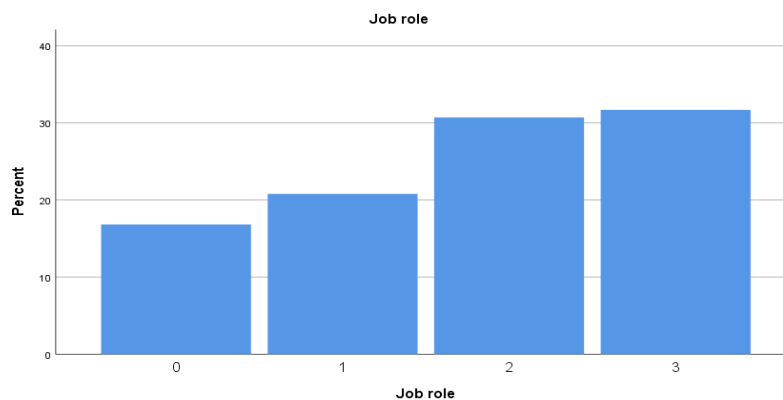
### Results



**Figure 1: Age group analysis**  
(Source: IBM SPSS)



**Figure 2: Gender analysis**  
(Source: IBM SPSS)



**Figure 3: Job role analysis**  
(Source: IBM SPSS)

Descriptive Statistics							
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Kurtosis Statistic	Std. Error
Do you think psychological behavior is helpful	101	0	4	1.09	1.031	.653	.476
The changes during covid pandemic impacted in job retention	101	0	4	1.20	.959	1.210	.476
psychological well being improved the job retention rprocess	101	0	4	2.50	1.262	-.867	.476
A positive relationship has been found in psychological well being and job retention	101	0	4	2.06	1.593	-1.567	.476
rate of job retention has been increased	101	0	4	1.82	1.126	-.316	.476
positive behavior increases the organizational goal management	101	0	4	2.26	1.390	-1.136	.476
Improvement in the behavioral area increases job retention	101	0	4	1.64	1.082	-.241	.476
Job retention has improved the entire working structure and behavioral changes	101	0	4	2.36	1.301	-.762	.476
Valid N (listwise)	101						

**Figure 4: Descriptive analysis**  
(Source: IBM SPSS)

**Correlations**

		Do you think psychological behavior is helpful	The changes during covid pandemic impacted in job retention	psychological well being improved the job retention rprocess	A positive relationship has been found in psychological well being and job retention	rate of job retention has been increased	positive behavior increases the orgaizational goal management	Improvement in the behavioral area increases job retention	Job retention has improved the entire working structure and behavioral changes
Do you think psychological behavior is helpful	Pearson Correlation	1	.902**	.827**	.813**	.919**	.849**	.889**	.819**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
The changes during covid pandemic impacted in job retention	Pearson Correlation	.902**	1	.819**	.830**	.885**	.824**	.887**	.800**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
psychological well being improved the job retention rprocess	Pearson Correlation	.827**	.819**	1	.941**	.900**	.953**	.895**	.945**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
A positive relationship has been found in psychological well being and job retention	Pearson Correlation	.813**	.830**	.841**	1	.854**	.937**	.842**	.888**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
rate of job retention has been increased	Pearson Correlation	.919**	.885**	.900**	.854**	1	.924**	.940**	.925**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	101	101	101	101	101	101	101	101
positive behavior increases the orgaizational goal management	Pearson Correlation	.849**	.824**	.953**	.937**	.924**	1	.899**	.944**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	101	101	101	101	101	101	101	101
Improvement in the behavioral area increases job retention	Pearson Correlation	.889**	.887**	.885**	.842**	.940**	.899**	1	.929**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	101	101	101	101	101	101	101	101
Job retention has improved the entire working structure and behavioral changes	Pearson Correlation	.819**	.800**	.945**	.888**	.925**	.944**	.929**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101	101	101

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Figure 5: Coefficient analysis**  
 (Source: IBM SPSS)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.943 <sup>a</sup>	.890	.882	.354	.890	107.678	7	93	.000	.518

- a. Predictors: (Constant), Job retention has improved the entire working structure and behavioral changes , The changes during covid pandemic impacted in job retention , A positive relationship has been found in psychological well being and job retention , rate of job retention has been increased , Improvement in the behavioral area increases job retention , psychological well being improved the job retention rprocess , positive behavior increases the orgaizational goal management
- b. Dependent Variable: Do you think psychological behavior is helpful

**Figure 6: Model summary**  
 (Source: IBM SPSS)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.534	7	13.505	107.678	.000 <sup>b</sup>
	Residual	11.664	93	.125		
	Total	106.198	100			

- a. Dependent Variable: Do you think psychological behavior is helpful
- b. Predictors: (Constant), Job retention has improved the entire working structure and behavioral changes , The changes during covid pandemic impacted in job retention , A positive relationship has been found in psychological well being and job retention , rate of job retention has been increased , Improvement in the behavioral area increases job retention , psychological well being improved the job retention rprocess , positive behavior increases the orgaizational goal management

**Figure 7: ANOVA**  
 (Source: IBM SPSS)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.289	.099		-2.907	.005	-.486	-.092
	The changes during covid pandemic impacted in job retention	.317	.102	.295	3.091	.003	.113	.520
	psychological well being improved the job retention process	.039	.120	.048	.324	.746	-.200	.278
	A positive relationship has been found in psychological well being and job retention	.037	.081	.057	.453	.652	-.124	.197
	rate of job retention has been increased	.583	.122	.637	4.785	.000	.341	.824
	positive behavior increases the organizational goal management	.069	.114	.093	.606	.546	-.158	.296
	improvement in the behavioral area increases job retention	.218	.125	.228	1.735	.086	-.031	.466
	Job retention has improved the entire working structure and behavioral changes	-.318	.122	-.401	-2.614	.010	-.560	-.076

a. Dependent Variable: Do you think psychological behavior is helpful

**Figure 8: Coefficient**

(Source: IBM SPSS)

**Reliability Statistics**

Cronbach's Alpha	N of Items
.985	11

**Figure 9: Reliability test**

(Source: IBM SPSS)

**Case Processing Summary**

		N	%
Cases	Valid	101	100.0
	Excluded <sup>a</sup>	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the procedure.

**Figure 10: Case processing**

(Source: IBM SPSS)

**Discussion**

Discussing the participants in the data collection process, age group and gender is the main part that has been chosen in this study. The total number of participants in the analysis has been selected 101 that also represents the N value in the area.

Understanding the data and the characteristics is one of the most important parts in the analytical area. This enhances the overall working process and understanding of the variables better in the particular data analysis. In this analysis N value is 101 with minimum statistics of 0. Maximum statistics in the same area have been found as 4 that represents the working nature and behavior of the process effectively in the progress area. Mean statistics is another

crucial part in the analytical area that evaluates the working nature and performance better in the segment. In this analysis, mean statistics has been found as 1.09 in the starting range and it goes to 2.36 in the same phase. Value of standard deviation in this case is near about 1.3 in all the cases. Standard error is another crucial part in the particular segment that evaluates the working process effectively in the particular segment. In this analytical area, the value is 0.476 in all the cases that represent the similarity in the data characteristics. Summary of the value also indicates the working strategy and evaluation of the performance in the exact area.

Correlation analysis is another testing that has been performed in this study. Understanding of the relationship among the variables will also be helpful for emphasizing the working structure better in the decision making process. Correlation analysis is a statistical technique used to measure the strength and direction of the relationship between two or more variables (Malejka et al. 2021, p. 104667). It involves calculating a correlation coefficient, which is a numerical value that ranges from -1 to 1, that indicates the degree of association between the variables. A positive correlation coefficient indicates that the variables are positively related, meaning that as one variable increases, the other variable tends to increase as well. A negative correlation coefficient indicates that the variables are negatively related, meaning that as one variable increases, the other variable tends to decrease. In this particular study, the correlation value is 1 on the basis of N, 101. Pearson correlation is another crucial part in the correlations analysis that improves the working behavior and nature in the research study. The value of the factor is near 0.9 in all the cases that represent the positive correlation. The dependent and independent variable estimation has also been done properly in the segment that creates the better understanding.

Regression analysis is a statistical technique used to analyze the relationship between one or more independent variables and a dependent variable. The goal of regression analysis is to develop a mathematical equation that can be used to predict the value of the dependent variable based on the values of the independent variables. Regression analysis involves fitting a regression line to a set of data points, where the regression line is a straight line that minimizes the distance between the observed data points and the predicted values from the line (Moitra et al. 2021, p. 247). The slope and intercept of the regression line are calculated based on the data and can be used to predict the value of the dependent variable for a given value of the independent variable. There are different types of regression analysis, such as simple linear regression, multiple linear regression, logistic regression, and nonlinear regression. Simple linear regression involves only one independent variable, while multiple linear regression involves two or more independent variables. Logistic regression is used when the dependent variable is categorical, and nonlinear regression is used when the relationship between the variables is not linear. Value of R in the analysis has been found .943 with the R square value of .882. Standard error has been estimated in this study with the value of .354 and F change of 107.6. Durbin Watson constant is another part that is found in the analysis with the 0.518 range.

ANOVA test has also been done in this particular research study to evaluate the working effectiveness. Understanding the residual value with the regression also increases the behavioral approaches in the particular segment. Regression value with DF and mean square in the analysis is 94.5347, 13.505 and 107.678. Residual value in the same area has been seen 11.664, 93 and .125. On the other hand, generation of the proper value in the segment can also change the state of the behavioral approach of the information in the research. Discussing the reliability also indicates a better working approach and evaluation of the performance in the particular working segment (Yu et al. 2022, p.25). Finding the alpha value in the reliability test also increases the understanding and decision making based on the value. Chronback's alpha value in the same area has been found .985 with N value 11. Missing value in the analysis is 0 that creates the understanding of a proper data collection and validity.

It can be said that the psychological changes might be helpful for enhancing the stability and sustainability in the particular working area. In the case of the job retention process, the psychological factors also influence the overall decision making process for the organizations. The analysis also indicates the positive attitude towards achieving a better goal in the working area of the employees. During the covid-19, the enhancement of the job retention was one of the major part for the people and the organization.



### Conclusion and recommendations

It can be concluded that the COVID-19 pandemic has caused a significant impact on individuals and organizations worldwide, leading to job loss, financial insecurity, and mental health problems. Psychological well-being plays a critical role in enabling individuals to adapt to the changes brought about by the COVID-19 pandemic and to retain their jobs. Strategies that promote psychological well-being, such as stress management, self-care, and resilience-building, can help individuals cope with the challenges of the COVID-19 pandemic. Employers can support their employees' psychological well-being by providing access to mental health resources, promoting work-life balance, and encouraging open communication and empathy. Individuals can take proactive steps to enhance their psychological well-being by practicing self-care, seeking social support, and engaging in activities that promote positive emotions. It is essential to acknowledge that everyone's experience during the COVID-19 pandemic is unique, and individuals may require different types of support and resources to cope effectively. As the COVID-19 pandemic continues to evolve, organizations must remain flexible and adaptable to meet the changing needs of their employees.

It can be recommended that Employers need to prioritize their employees' psychological well-being and provide resources and support to promote it. Individuals should prioritize their psychological well-being by practicing self-care, seeking social support, and engaging in activities that promote positive emotions. Organizations should remain flexible and adaptable to meet the changing needs of their employees during the COVID-19 pandemic (Dirani et al. 2020, p. 391). Mental health professionals can play a critical role in supporting individuals and organizations during the COVID-19 pandemic by providing resources, guidance, and counseling. Mental health professionals can provide individuals and organizations with resources such as information on coping strategies, stress management techniques, and self-care practices. They can also recommend resources for seeking additional support, such as hotlines, online support groups, and mental health clinics. Governments and policymakers should recognize the importance of psychological well-being and allocate resources to support individuals and organizations during the COVID-19 pandemic. Mental health professionals can work with organizations to develop training programs on mental health and well-being (Johnson et al. 2020, p.417). These programs can help organizations support their employees' mental health needs during the pandemic and promote a healthy work environment. Mental health professionals can provide counseling to individuals experiencing mental health challenges during the COVID-19 pandemic. This may include counseling for depression, anxiety, grief, and trauma. They can also provide support to individuals who have lost their jobs, are experiencing financial hardship, or are struggling with other challenges related to the pandemic.

Organizations need to offer flexible work arrangements such as remote work, flexible work hours, and job-sharing to support employees' changing needs during the pandemic. This can help employees balance their work and personal responsibilities, reduce stress and improve their overall well-being. The business sectors might communicate frequently and transparently with their employees about changes in policies, procedures, and the organization's overall response to the pandemic. This can help employees feel informed, supported, and valued (Schwartz et al. 2020, p. 983). Providing resources and support to employees to help them manage stress, maintain their mental health, and adapt to the changing circumstances. This may include mental health resources, access to Employee Assistance Programs, and resources for child and elder care.

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