

Risk and resilience on employees during the COVID-19 pandemic

A scoping review

Laksmi Rahmadian & Annastasia Ediati

Faculty of Psychology, Universitas Diponegoro, Indonesia

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Corresponding author:

Annastasia Ediati, PhD.
Fakultas Psikologi Universitas
Diponegoro, Semarang, Indonesia
Email: ediati@lecturer.undip.ac.id

Abstract

This study aims to review the employee's risks and resilience during covid-19 pandemic. We conducted a systematic review on scientific articles reporting risks and resilience on employees during covid-19 pandemic. We used the following keywords on Google Scholar database: "employee resilience" AND "COVID-19" and additional keywords "workers resilience" AND "COVID-19". There were 13 articles matched criteria for review. We found that employees were at risks for increased workload and work intensity, psychological changes in the form of ambivalence, emotional exhaustion, distress, and job insecurity. Individual and organizational resilience are challenged. At the organizational level, company may adapt their corporate social responsibility (CSR), develop intervention programs for mental and physical health and well-being, create flexible working hours or arrangements, provide financial supports, and creating a safe and supportive work environment. At the individual level, applying effective coping strategies focusing on tasks, stress management, social, cognitive strategies, faith-based learning activities, and promoting meaning-based coping strategies help to build resilience. The COVID-19 pandemic challenged individual and organizational resilience. During the pandemic, leaders play even more important role in managing employees' resilience.

Keywords: COVID-19 pandemic; employee; resilience; risk.

Abstrak

Penelitian ini bertujuan untuk mengkaji risiko dan ketangguhan karyawan selama masa pandemi covid-19. Kami melakukan tinjauan sistematis pada artikel ilmiah yang melaporkan risiko dan ketangguhan pada karyawan selama pandemi covid-19. Kami menggunakan kata kunci berikut di database Google Cendekia: "employee resilience" DAN "COVID-19" dan kata kunci tambahan "worker resilience" DAN "COVID-19". Terdapat 13 artikel yang memenuhi kriteria untuk ditinjau. Kami menemukan bahwa karyawan berada pada risiko peningkatan beban kerja dan intensitas kerja, perubahan psikologis dalam bentuk ambivalensi, kelelahan emosional, kesusahan, dan ketidakamanan kerja. Ketangguhan individu dan organisasi ditantang. Di tingkat organisasi, perusahaan dapat menyesuaikan tanggung jawab sosial perusahaan (CSR), mengembangkan program intervensi untuk kesehatan dan kesejahteraan mental dan fisik, menciptakan jam kerja atau pengaturan yang fleksibel, memberikan dukungan keuangan, dan menciptakan lingkungan kerja yang aman dan mendukung. Pada tingkat individu, menerapkan strategi koping efektif yang berfokus pada tugas, manajemen stres, strategi sosial, kognitif, aktivitas pembelajaran berbasis keyakinan, dan mempromosikan strategi koping berbasis makna membantu membangun ketangguhan. Pandemi COVID-19 menantang ketangguhan individu dan organisasi. Di masa pandemi, para pemimpin memainkan peran yang lebih penting dalam mengelola ketangguhan karyawan.

Kata kunci: pandemi COVID-19; karyawan; pegawai; resiliensi; risiko

Highlights

- Previous studies reported risk and resilience on employee, but not in the hard times like COVID-19 pandemic
- The study reported During the pandemic, leaders play even more important role in managing employees' resilience

PENDAHULUAN

The COVID-19 epidemic has resulted in widespread health and economic crises, with the death rate continuing to increase and job losses (Hite & McDonald, 2020). The COVID-19 pandemic has forced many countries to implement social distancing and total and partial lockdowns as a measure to prevent the virus. Lockdowns force organizations to begin their evolution and create opportunities for change to occur. One of the changes is by implementing work from home which requires high-speed internet access for business continuity (Velu, Gopinathan, & Raman, 2020).

The COVID-19 pandemic has not only brought changes to the industrial sector, but also the health sector. Several studies that have been conducted show that health workers are suffering from psychological distress due to the COVID-19 pandemic. Health workers experience considerable psychological stress when working with patients diagnosed with COVID-19 [3]. Individual women aged 18-19 years and who work as medical workers tend to be more prone to experiencing psychopathology (Tsabita, Aifa, & Ediaty, 2020). This situation confirms a significant change in work patterns in various sectors.

Individuals who work during a pandemic must adjust to various conditions such as working from home (WFH). The study explained that since February there were 35.2% of workers who switched to do WFH and this increased in the following month (Bick, et al., 2020). In addition, WFH also requires working women to be able to balance their time in taking care of household chores and completing work from home. Another further explanation said that for women who work, doing chores at home is more challenging than doing work in the office (Kaur & Sharma, 2020).

The COVID-19 pandemic more likely impact male workers than female workers because men also have roles and responsibilities in childcare and can erode current social norms (Alon et al., 2020). Overlapping roles in the household activities with a partner. This cannot be separated from the existence of a learning policy from home that must be carried out by children to be protected from the spread of the virus which requires cooperation, one of which is from parents and children (Dewi, 2020).

Employees who need to carry out work activities from office are at risks for being infected by COVID-19 virus (Huffman et al., 2021). Therefore, if they leave the house for certain reason, they must adhere to protocols for entering and leaving the house during a pandemic to help stop the spread of the COVID-19 virus (Meihartati, 2020). In addition, conducting activities outside the house potentially create a social stigma, such as being accused as a super spreader of the COVID-19 virus (Prasetya, 2020).

Changes in response to pandemic situation puts employees, executives, and stakeholders at risk without comprehensive knowledge to deal with (Velu, Gopinathan, & Raman, 2020). This situation forces organizations to rethink the competencies needed to increase resilience. Resilience allows organizations to escape difficult times and through times of instability, deal with changes, and keep progress during the pandemic period (Velu, Gopinathan, & Raman, 2020). The objective of the study is to find out what

kind of risks encountered by employees during the pandemic and how individual as well as organizational resilience evolved during the pandemic.

METHOD

This is a systematic review that had been carried out by referring to the guideline for conducting systematic review for psychological research (Carvalho et al., 2019) and using the PRISMA guideline (Moher et al., 2009). We performed a systematic search on published reports on Google Scholar database regarding risks and resilience on employees during covid-19 pandemic. We decided to use only one database because we believed majority references were indexed in the Google Scholar as Google is the largest search engine. The following keywords were used: "employee resilience" AND "COVID-19" and additional keywords "workers resilience" AND "COVID-19". Inclusion criteria comprised original article, written in English, full-text available, and published on 2020. The article selection process can be seen in Figure 1.

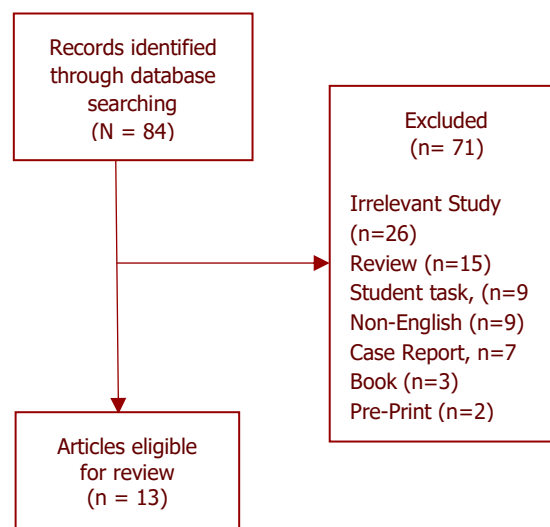


Fig 1. Flowchart article selection process

Results

Based on the thirteen articles we reviewed, we summarize the risks that threaten employees during the COVID-19 pandemic and how to improve their resilience. This study has been conducted in China, South Korea, Malaysia, Philippines, Italy, Canada, Poland and US. For detailed data extraction results can be seen in Table 1.

Table 1. Data extraction result

No.	Study focus	Participants and method	Results
1.	The influence of CSR (corporate social responsibility) on employee self-efficacy, hope,	430 employees of a tourism company;	CSR has a positive effect on employee self-efficacy, hope, resilience, and optimism in responding to the company's

	resilience, and optimism during the COVID-19 pandemic (Fu et al., 2014)	online questionnaire using wjx.com and WeChat.	situation during Covid-19. In addition, the situation in which employees lose their individual orientation strengthens the effect of CSR on employee self-efficacy, hope, resilience and optimism.
2.	The relationship between a leader's emotional intelligence and work engagement is mediated by self-efficacy and resilience during the COVID-19 pandemic crisis (Su & Swanson, 2019)	400 questionnaires ; five banks; using email from the head office of each bank; done for 4 months.	Leaders' emotional intelligence has a positive contribution to improving employee psychological intelligence, thus making them have high efficacy and resilience, thus encouraging higher work engagement.
3.	The important role of employees' behavioral capacities in internal communication, community, competence, connection and coordination can determine the extent of organizational resilience in the context of the COVID-19 pandemic (Velu, et al., 2020)	Employees of companies registered with MDEC (N = 252); Cross-sectional quantitative.	The existence of community perceptions as a resource positively increases organizational resilience. This study also states that an important resource in the company is employees. Positive synergy between employees makes the company resilient in the face of certain circumstances, such as the Covid-19 pandemic.
4.	Analyzing company dynamics in the public sector during the COVID-19 pandemic and employee resilience based on Human Resource Management performance along with employee outcomes, one of which is turnover intention (Kim et al., 2022)	1,430 employees; worked in the central government of South Korea (i.e. 29 main departments; 45 samples per department); online survey.	The workload and work intensity of government employees increased by 10% during the pandemic. More than 70% reported changes in flexible work arrangements to help employees deal with distractions and face the "new normal". HRM programs to increase employee resilience have different effects on each individual / organization, depending on i) support for employee resilience as an HRM program to reduce perceived job-demands, ii) HRM program decisions related to resilience to reduce turnover intention, iii) Program HRM associated with good resilience is more effective in keeping employees with the same workload / work intensity compared to the past before the pandemic.
5.	Organizational responses and coping behavior among employees to reduce the impact of COVID-19. Looking from the perspective of psychology, organizational development, and management, this study examines organizational engagement and freedom as well as the personal initiatives taken by employees in overcoming the effects of the pandemic	216 employees; live in big cities in the Philippines that are undergoing regional quarantine; online survey; qualitative.	Some of the responses of organizations / companies to assist employees in dealing with the crisis caused by Covid-19, are 1) flexible work arrangements, 2) mental health and well-being programs, 3) physical health and safety measures, 4) financial support, 5) provision material resources, and 6) short-term and long-term communication plans. In addition, it was found that employee coping strategies focused on seven themes, namely

	crisis (Teng-Calleja et al., 2020)		1) task-focused coping, 2) stress management, 3) social coping, 4) cognitive strategies, 5) learning and development activities, 6) coping faith-oriented, and 7) maladaptive strategies. Another result found that existing policies and guidelines at the community level shape organizational interventions and strategies for handling employees.
6.	Identification of the process of psychological change in workers in the health sector, especially registered nurses working during the COVID-19 pandemic (Zhang et al., 2020)	23 nurses; Interview; qualitative descriptive.	Within a month the psychological characteristics of the frontline nurses changed into three stages, early, middle and advanced stages. Psychological changes at each stage, including ambivalence, emotional exhaustion, and increased energy needs. The need for head nurses to carry out intervention programs based on the psychological characteristics of nurses in different periods to improve the health of nurses during the Covid-19 pandemic.
7.	Analysis of responses to physical, emotional, cognitive, organizational relationships and stress due to the COVID-19 pandemic. Stressors causing secondary trauma and to assess the protective strength of hardiness (Vagni et al., 2020b)	236 participants (i.e. 140 healthcare and 96 emergency workers); online questionnaire.	Healthcare has higher levels of stress and arousal than emergency workers and those involved in Covid-19 treatment, where they are at high risk of exposure to secondary stress and trauma. A safe and efficient work environment must support personal control that can maximize resilience healthcare during a global health crisis such as the COVID-19 pandemic.
8.	Resilience of non-local medical personnel sent to support local medical personnel in dealing with the Corona virus COVID 19 outbreak (Lin et al., 2020)	114 medical personnel (i.e. doctors, nurses, technicians); online survey.	Resilience has a negative correlation with anxiety, but positively correlated with active coping styles. Multiple regression analysis showed that active coping, anxiety depression and training provided to respondents were significantly associated with resilience.
9.	1) Job security during the COVID-19 pandemic one to two weeks after social distancing was implemented by the Canadian government, (2) How job security relates to well-being during the pandemic, and (3) Potential positive effects related to generating workplace resilience (Pacheco et al., 2020)	1,073 part / full time workers; workers who are temporarily suspended; online survey.	Reported that low workplace security and having workers who have been temporarily laid off have a negative relationship with worker safety. Low levels of safety are associated with lower well-being measures. Disaster preparedness in the workplace, policies and social capital are associated with higher welfare. The effect of this resilience generator tends to be stronger at higher levels of job security.
10.	The impact of the COVID-19 pandemic on the	785 participants	During a pandemic there is increased stress, the fear of

	psychological well-being of medical providers, medical trainees, and administrators in large academic centers to identify stressors and moderators to guide future mental health and hospital intervention systems (Huffman et al., 2021)	(i.e. doctors, interns, medical members, and administrators of academic institutions); completed 42 survey items.	passing the virus to family members is a significant cause. Higher resilience is associated with lower stress, anxiety, fatigue, and sleep disturbances. Higher resilience and hardiness are protective factors in managing the level and system of stress for each individual at the height of the COVID-19 pandemic. It is necessary to implement interventions designed to increase the resilience of health workers in the face of the COVID-19 pandemic.
11.	Relationship between emergency stress and hardiness with burnout in emergency personnel (Vagni et al., 2020a)	494 emergency volunteers joined the Committee of the Red Cross in Veneto, Italy; online survey.	Immediate intervention is essential to activate psychological resilience and guide workers in using the most effective long-term coping strategies to protect their mental health. Intervening can strengthen, for example, a greater sense of effectiveness and personal achievement, and reduce aspects such as emotional exhaustion and depersonalization associated with burnout situations. In addition, preventive interventions should be developed to guide volunteers to better cope with organizational difficulties, interpersonal tensions, and feelings of helplessness.
12.	The role of coping mediation strategies in the relationship between perceived risk of COVID-19 and psychological well-being, as well as the relationship between meaning-based resources and psychological well-being (Krok & Zarzycka, 2020)	266 people (i.e. health workers who work in hospitals, outpatient clinics and medical laboratories); using a questionnaire.	Perceptions of the risk of COVID-19 are negatively related to psychological well-being, while meaning-based resources are positively related. Meaning based programs can help them find additional sources of meaning in their lives related to family, goals, values, or personal strengths. This is likely to strengthen worker resilience, reduce stress, and increase awareness of professional relationships, which in turn will result in higher psychological well-being.
13.	The influence of social support on the mental health of health workers and the underlying mechanisms regarding the mediating role of resilience and the role of age moderation during epidemics (Hou et al., 2020)	1472 health workers from Jiangsu Province, China.	The results showed that resilience partly mediates the effect of social support on mental health among health workers. Age groups moderate the indirect relationship between social support and mental health through resilience. In particular, compared to younger health workers, the relationship between resilience and mental health was weak in middle-aged workers.

Discussion

This study aims to review the employee's risks and resilience during the COVID-19 pandemic. Findings derived from 13 reviewed articles are discussed below in view of employees' risks, organizational resilience, employee resilience, and particularly health workers' resilience during the COVID-19 pandemic.

Employee's risks during the COVID-19 pandemic

Changes due to the COVID-19 pandemic have triggered the emergence of risky conditions for employees in various sectors. According to the International Labor Organization (2020) report, it is likely that globally there will be an increase in unemployment of 400 million. It was also reported that another impact of the COVID-19 pandemic was a decrease in economic activity which resulted in unemployment and a significant decrease in income for employees (Teng-Calleja et al., 2020). In some developed countries it is known that there has been a massive increase in the number of employees seeking food support (McKee & Stuckler, 2020) or applying for unemployment benefits (Mutikani, 2020). On the other hand, the impact of COVID-19 in developing countries is more frightening for employees and their families, where there are fewer social protection policies and programs, and more people living in poverty (Buheji et al., 2020).

It is known that as a result of the COVID-19 pandemic, many organizations need to shift all of their activities to work from home or operate digitally, where employees are forced to work in new ways (Lawrence, 2020). These changes and uncertainties cause psychological stress and can affect the function of employees' daily productivity as well (Mactal, 2020). As reported in the public organization sector, the spread of the impact of COVID-19 on employee working conditions is uneven, with 40% of employees unaffected, while more than 35% of employees report their workload has increased by at least 10-20% due to the COVID-19 pandemic (Kim et al., 2022). Another report, revealed that during the COVID-19 pandemic, job security is closely related to lower well-being and encourages the actualization of one's potential in the workplace. It was further explained that in organizations with low job security and having several employees who were temporarily laid off, it would have an impact on employee well-being during the COVID-19 pandemic (Pacheco et al., 2020).

Not only in the industrial sector, the COVID-19 pandemic also had a major impact on the health sector. It was reported that during the first wave of COVID-19 there was a significant increase in the workload of health workers. Some volunteer emergency workers offer their assistance for long hours a week, work many long shifts, reduce their rest hours and expose themselves to the risk of transmission of the virus (Vagni et al., 2020). It is further reported that health workers are exposed to emotionally challenging and potentially traumatic situations that can develop into high levels of stress, with mental and physical changes, such as irritability, fatigue, emotional exhaustion, insomnia, problems with interpersonal relationships, and attention to individual safety (Vagni et al., 2020).

In a recent study conducted on health care workers highlighting the strong impact of COVID-19 on the psychological health of doctors and nurses, which focused on analyzing the stress of health workers in dealing with COVID-19, showed high levels of depression, anxiety, insomnia and distress in healthcare workers. associated with stressful experiences (Lai et al., 2020). Another report revealed that there were psychological changes in several stages in nurses who handled COVID-19 patients directly. The psychological changes at each stage show a pattern of ambivalence, emotional exhaustion, and renewal energy (Zhang et al., 2020).

Furthermore, it was also reported that some health workers reorganized their departments, without clear protocols and procedures, so that they experience uncertainty in decision making, sometimes failing to fully imagine the consequences of the decisions taken (Ornell et al., 2020). This makes them face tension within the team and causes uncertainty, frustration and helplessness in the face of the COVID 19 pandemic (Vagni et al., 2020) or other reaction after preventive policies were applied (Coulombe, et al., 2020). In addition, it is also known how health workers interpret the risk of contracting, fear, and the perceived threat of COVID-19 infection as other risks that threaten their psychological well-being (Krok & Zarzycka, 2020). Several program and policy to improve employees' resilience can be explored further and considered by organization (Seaborn et al., 2022).

Organization's resilience during the COVID-19 pandemic

It is important to realize that the recovery from the impact of the COVID-19 pandemic will not return to the same conditions before the pandemic. It was also reported that the COVID-19 pandemic would not end suddenly due to the lack of available interventions and the uncertain prospects and timing of vaccines (Velu, Gopinathan, & Raman, 2020). Therefore, many organizations are planning various scenarios to prepare themselves to shift from a crisis response due to a pandemic to a state of recovery (Falco, et al., 2022).

Organizational resilience is the most important characteristic for organizations in increasing competitiveness. Organizations with high vulnerability may not survive into the next period, post pandemic. Organizations must prepare for different outcomes of the COVID-19 pandemic from mild, severe, or severe and realize that recovery must adapt to different situations in different countries and industries around the world (Velu, Gopinathan, & Raman, 2020).

Based on the theory of organizational evolution, the role of threatening conditions that further moves individuals, groups or organizations to avoid the risk of these threats. It is natural to avoid risks or threats and return to normal positions after facing challenging situations. However, organizational responses to threats and volatile situations are part of their strategy which is based on organizational ideology (Annarelli et al., 2016). Organizational resilience is defined as the ability to deal with internal and external problems (Mallak & Yildiz, 2016). Meanwhile, some other researchers define organizational resilience as competence to solve problems (Annarelli et al., 2016). It was reported that the perception of employees as a required resource positively enhances organizational resilience. Positive synergy

between employees makes the organization resilient in the face of the COVID-19 pandemic (Velu, Gopinathan, & Raman, 2020). Therefore, it is reported that various ways have been done by organizations to increase resilience, both the organization itself and the resilience of employees.

Corporate social responsibility (CSR) reportedly affects employee psychology which is useful for dealing with conditions due to the COVID-19 pandemic and helping employees return to normal working conditions. Furthermore, it was reported that CSR had a positive effect on self-efficacy, hope, resilience, and optimism for employees in facing the company's situation during the COVID-19 pandemic (Mao et al., 2021). CSR can have a maximum effect on employees if employee orientation towards the company in handling the COVID-19 pandemic is good. CSR can help employees to deal with the impact of COVID-19 in two ways. First, when the disease broke out, companies demonstrated their CSR by providing support and assistance in dealing with the pandemic. These strong company resources help employees and the local community, in particular encourage employees to face and overcome the challenges brought by the pandemic. This may have increased employees' positive evaluations of the company (Fu et al., 2014; Hsu, 2012). Second, the fulfillment of CSR can form a better corporate image, increase employee recognition of the company (Farrington et al., 2017; Kim et al., 2017; Shin et al., 2016) and strengthen employee enjoyment and satisfaction in working at the company. their workplace (Kim et al., 2017; Raub & Liao, 2012; Su & Swanson, 2019).

Another report explained the role of Human Resource Management (HRM) in dealing with the COVID-19 pandemic. In the face of the COVID-19 pandemic, HR practitioners and professionals have discussed the following topics, different working conditions, distance management, communication, information and data security, reduced salaries and wages, and psychological aspects of employees (Kim et al., 2022). Furthermore, it was reported that the promotion of job-supporting programs could reduce job demand during a pandemic. However, the implementation of this program must be based on the perceived job demand considerations. But the effect of the HRM program on increasing employee resilience differs depending on each individual (Kim et al., 2022). Other efforts made by organizations to increase employee resilience in the era of the COVID-19 pandemic include 1) flexible work arrangements, 2) mental health and welfare programs, 3) physical health and safety measures, 4) financial support, 5) provision of resources material power, and 6) short-term and long-term communication plans (Teng-Calleja et al., 2020).

It was reported that the organization has implemented changes in business operations and work arrangements that allow employees to work remotely via digital platforms (Teng-Calleja et al., 2020) is an organizational step to improve employee coping strategies. As seen in the results, flexible work regulatory policies and material or financial support can help employees deal with crises effectively. Organizational actions allow employees to engage in various coping strategies such as managing work schedules and prioritizing work or homework, doing activities that reduce stress, increasing social connectedness by spending more time with family and significant others,

allocating time to learn new things , adapting to digital technology, and practicing personal faith-oriented activities (Teng-Calleja et al., 2020).

This review has a limitation as it only used one database, Google Scholar. Although this database covers a lot references, some papers might be missed. Therefore, it should be bear in mind to incorporate other reports that might be published in other journals that not covered by Google Scholar.

Conclusion

From the discussion above, it can be concluded that the COVID 19 pandemic puts employees at risk of experiencing an increase in workload, emotional exhaustion, increased pressure, and a low level of job security, insomnia, anxiety, and psychological disorders. However, pandemics also bring opportunities to build resilience at the individual and organizational level. Organizations can play an active role in increasing employee resilience, by developing CSR, HRM programs and changing working time to be more flexible. On the other hand, individual can improve coping strategies. Company leaders play an important role in supporting employee resilience programs.

Disclosure

The authors declare no conflict of interests.

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