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A Review of the Impact of Coronavirus Pandemic on the Organizational Commitment among Employees in Nigeria

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ABSTRACT

The Coronavirus Disease of 2019 (COVID-19) pandemic shocked the world, overwhelming the health systems of even high-income countries. In Nigeria, the incidence of COVID-19 grew steadily, moving from an imported case and elitist pattern to community transmission. The case fatality stood at 2.8%. The country recorded an upsurge (52% of total cases) in the transmission of COVID-19 during the short period the lockdown was relaxed. The commitment of workers in Nigeria was an issue with the introduction of new norms in the workplace like work-from-home which came with little or no supervision. The effects of these new norms on the mental health of the workers and how it affects their output were not addressed. Workplace loneliness is to be acknowledged and addressed as an indicator of employee well-being in HR policies, programs, and practices. Organisations may use top-down interventions to take care of employee health and well-being with a goal to restore balance between job demands and resources. This paper highlights the impact of coronavirus pandemic on the organizational commitment of workers in Nigeria.

Keywords:

Coronavirus (COVID-19),
Organizational
commitment,

Mental health,

Employees,

Nigeria.

Introduction

Organizational commitment is considered as an emotional and psychological dependence on the organization, according to which a person is strongly committed engages in it, and enjoys membership (Aydin, Sarier & Uysal, 2011). Organizational commitment leads to loyalty to the organization and greater knowledge of it (Malekian et al., 2013). According to Cohen, organizational commitment increases performance effectiveness, and productivity, and reduces the tendency to leave service and commitment at the individual and organizational levels. Committed people use all their power to advance their goals organization's goals and do not limit themselves to doing things within the framework of existing laws and structures. The existence of non-committed staff causes a quantitative and qualitative decline in the performance of the organization and leads to a lack of motivation to provide services (Hojjati et al., 2016; Shali et al., 2017). During the coronavirus pandemic, many healthcare workers refused to provide services and attendance at their workplaces, including hospitals and health centers, and forgot about their organizational commitments.

Today the organizations' setup is shifting due to the worldwide epidemic of COVID-19 (Bagie'nska, & Anna, (2021). Organizational commitment in the workplace is the connection of an employee's involvement with their organization. Individuals who are committed to their organization usually sense an association with their organization. Individuals feel that they fit in the organization and also feel they recognize the objectives of the organization, as a result, committed employees are always tending to be more determined in their work and show quite high efficiency and productivity. Organizational commitment explains the involvement of an employee with a particular organization. Organizational commitment is characterized by three factors, that is, belief in the organization and acceptance of the goals and values of the organization; readiness to employ considerable effort; and a positive aspiration to continue with the organization (Porter, Steers, Mowday & Boulian, 1974).

Organizational commitment refers to a psychological state that binds an individual to their organization. According to Allen and Meyer (1990), organizational commitment comprises three dimensions: affective

commitment, continuance commitment, and normative commitment. These constructs are strongly associated with employee turnover. Organizational commitment reflects the extent of an employee's involvement in and attachment to their organization. When employees lack commitment, they are more likely to leave the organization, making this concept closely related to turnover.

According to the International Monetary Fund (2020), most nations implemented various measures to slow the spread of COVID-19, including state quarantines, school closures, lockdowns, social distancing, and mandatory use of face masks outside the home. During this challenging time, many organizations transitioned to online operations, adopting Work-From-Home (WFH) practices to ensure business continuity. While WFH offered a solution to maintain operations, it presented significant challenges for employees. Many workers struggled to adapt to the absence of organizational culture and climate, frequent disruptions from family members, work-life conflict, and an imbalance between personal and professional responsibilities.

Additionally, employees often lacked proper equipment and tools, such as computers, printers, scanners, reliable internet connections, or a quiet workspace. These limitations, coupled with concerns about job security and salary, contributed to elevated levels of stress and job dissatisfaction. The prime responsibility of the organizations is to take care of their employees' wellbeing and engage them properly so they always feel committed and satisfied. Employees who feel committed to their organization are more likely to remain satisfied with their jobs. To address these challenges, leaders should take proactive measures, including delivering motivational talks, boosting employee morale, providing a sense of security, and fostering an open environment where employees feel comfortable voicing their concerns.

Additionally, leaders can leverage multimedia platforms to maintain effective communication and ensure transparency in organizational policies. Transparent policies can alleviate employee stress regarding job security and create a more supportive and productive work environment. Additionally, leaders can leverage multimedia platforms to maintain effective communication and ensure transparency in organizational policies. Transparent policies can alleviate employee stress regarding job

security and create a more supportive and productive work environment.

Coronavirus is a large family of viruses that may cause respiratory infections such as colds and more severe illnesses such as Middle East Respiratory Syndrome (MERS) (Guo et al., 019; Alipour et al.,2020). The coronavirus outbreak started in December 2019 in Wuhan, China and spread to other countries. Many regions, including Africa, the Americas, the Eastern Mediterranean, Europe, Southeast Asia, and the Western Pacific, became involved in the fight against COVID-19 (Tong, Tang & Li, 2020).

The pandemic resulted in an unprecedented loss to the global economy, leading to production shutdowns and supply chain disruptions that have snowballed into trickling effects across all industries of the world economy sectors in an unexpected manner. Globally, it has infected about Eleven million, four hundred and sixty-two thousand, and eighty (11,462,080) persons and recorded about five hundred and thirty-five thousand and one (535,001) deaths. In Nigeria, it infected about twenty-eight thousand, one hundred and sixty-seven (28,167) persons and about six hundred and thirty-four (634) deaths (Ozili & Arun, 2020).

The fear of financial and economic collapse led to panic buying, hoarding of foreign currency by individuals and businesses for speculative reasons, flight to safety in consumption, households stocking up on essential food and commodity items, businesses asking workers to work from home to reduce operating costs (Ozili, 2020). However, the consequences of the pandemic on the global economy have been unpredictable. Economists are convinced that the whole world is heading for a significant economic downturn; however, responses from governments and regulators have been prompt, and different measures have already been taken to sustain the economy. In addition, the situation for Nigeria has been exacerbated by an oil price war and the resultant low oil price regime, which is likely to impact the country's budgeted revenues by an estimated 90 percent (Ozili & Arun, 2020). The economic downturn in Nigeria was triggered by both declining oil price and spillovers from the COVID-19 outbreak, which not only led to a fall in demand for oil products but also stopped economic activities from taking place when social distancing policies

were enforced. The government responded to the crisis by providing financial assistance to businesses (to an extent), but not to households that were affected by the outbreak.

The monetary authority adopted accommodative monetary policies and offered a targeted 3.5 trillion loan support to some sectors. However, the COVID-19 outbreak keeps worsening, business leaders are concerned, and rightly so, for the welfare of their people and their organizations. No crisis is an isolated neatly contained incident, and the COVID-19 outbreak is not exceptional by any standards, it comes with extreme scope and uncertainty. Business leaders see managing a crisis as an inevitable part of their role (Ozili & Arun, 2020).

According to Butler and Rivera (2020), in their most recent Global Crisis Survey, it was found that nearly seven in ten (10) corporate leaders sixty-nine (69) percent have experienced at least one corporate crisis in the last five years in their companies, the average number of crises experienced in these firms is greater than three. COVID-19 will test many business leaders to the limit, and enterprises and organizations will be forced to take drastic steps to remain in business. Many businesses and organizations have taken strong immediate steps to protect their employees, customers, and communities. This is causing further uncertainty in a continent grappling with widespread geopolitical and economic instability.

The tourism, aviation, manufacturing, health, finance, education, telecommunication, transportation, hospitality, oil and gas industries have been drastically affected as the travel opportunities for tourists and investors, who usually spend billions annually, were severely curtailed (Okiwo, 2020). There was increased border closure, flight cancellations, cancelled hotel bookings, and cancelled local and international events worth over \$200 billion. The health sector witnessed unprecedented changes while the oil and gas operations were affected. The flow of goods through global supply chains was significantly reduced, given that China was the world's largest manufacturer and exporter of goods. Countries like the United States, Iran, Italy, France and Nigeria issued stay-at-home nationwide policies to control the spread of the virus, which had already caused multiple deaths and was putting pressure on the national public healthcare infrastructure. Such stay-at-home policies had a

spillover effect on virtually all industries, which planted the seeds of recession in developing and developed countries, and there was a consensus among economists that the coronavirus pandemic would plunge the world into a global recession (Financial Times, 2020).

The pandemic created a demand and supply shock in almost every area of human endeavor (El-Erian, 2020). In lieu of the foregoing, this paper investigates the impact of the COVID-19 pandemics on the operations, as well as the response strategies employed by five (5) selected firms in five (5) industries of the global economy to mitigate further negative impacts. Although the severity of the effect of COVID-19 varies across different sectors, this study focuses on its impact on industries such as Hospitality, Manufacturing, Oil and gas, Health care and Pension. Effective communication has been identified as central to the success or failure of crisis response strategies, as it can heighten or reduce perceived threats to organizations (Fearn-Banks, 2002; Coombs, 2004; Radtke, 2011). Coombs (2004) affirmed that in the face of the pandemic, governments around the world strengthened the enforcement and compliance of residents with curfews, social distancing and stay-at-home orders. This was aimed at checking the movement of people to reduce the spread of the virus. Keeping safe and staying alive is everyone's most cherished watchword during this time.

The COVID-19 pandemic in many countries, including Nigeria, is not abating, despite concerted steps by governments, private sector players, multilateral organizations, and other stakeholders to halt the transmission rate. The implication is that failure to muddle through infamous pandemics through appropriate strategies will most likely affect firm's reputation (Hidayat et al., 2021). The limitation in personal relationships brought to the forefront the positive impact of the Human-Technology Mix, which includes E-commerce, Logistics. The pandemic spilled over into the Nigerian economy through five distinct ways. Firstly, the COVID-19 pandemic affected borrowers' capacity to service loans, which led to the shrinking of banks' earnings and eventually impaired bank soundness and stability. During the pandemic, traveling restrictions led to a sustained fall in demand for aviation and automobile fuel, affecting Nigeria's net oil revenue and eventually affected Nigeria's

foreign reserves. There were supply shocks in the global supply chain as many importers shut down their factories and closed their borders, particularly China. Finally, the COVID-19 pandemic affected the Nigerian stock market. Major market indices in the stock market plunged when investors pulled out their investments into so-called safe havens like US Treasury bonds.

The worldwide lockdown of businesses and industries implemented and mandated to curb the spread of the virus generated a wide array of unique and fundamental challenges for both employees and employers across the globe (Laura, 2020). At the individual level, the population of the shutdown-affected employees were categorized overnight into:

- (a) "Work from home" employees,
- (b) Essential or life-sustaining workers (e.g., emergency room medical personnel and supermarket staff), or
- (c) Furloughed or laid-off employees seeking the nation-specific equivalent of unemployment benefits.

Organizationally, the economic shutdowns and related governmental activities appear likely to change some industries fundamentally, accelerate trends that were already underway in others, and open opportunities for novel industries to emerge, as typically happens in times of wars and natural disasters (John et al., 2020). Given the uncertainty and breadth of the COVID-19 shock, work, and organizational psychologists urgently need to apply the field's current knowledge for the purpose of sense-making to help individuals and organizations manage risks while developing and applying solutions.

According to Malik (2020), professional commitment is influenced by the personal stress of a worker. The level of piety, resilience, and a great sense of responsibility determine the employee's commitment to the organization where he works (Athar, 2020). However, organizational response to COVID-19 affects perceived job security and enhances managers' organizational commitment (Filimonau et al., 2020). It was indicated that a direct positive and significant impact of extent of exposure on job stress, although direct negative significant association with commitment. Also, an increased level of fear of COVID-19 was associated with decreased job satisfaction, increased psychological distress, and

increased organizational and professional turnover intentions (Labrague & de Los Santos, 2020).

In this pandemic of COVID-19, organizations know that engaged employees are the key to success in this difficult time. During this period, companies must keep their personnel satisfied and motivated in pandemic circumstances (Chanana & Sangeeta, 2020). The highly stressful work environment resulted in job dissatisfaction with a tendency to leave the job in the future during the pandemic of COVID-19 (Said & El-shafei, 2021). A study by Ali et al. (2021) reveals that online teaching due to the COVID-19 pandemic negatively affected the psychological state of the teachers, and this established psychological distress in university teachers. Teachers perceived weak job satisfaction during the COVID-19 pandemic. Employees reported greater job satisfaction during the COVID-19 pandemic when their job security was assured, necessary resources and facilities were provided, a positive and supportive work environment was maintained, and their workload was reasonable.

Emergent Changes in Work Practices

While COVID-19 abruptly upended usual work routines, it also caused an acceleration of trends that were already underway involving the migration of work to online or virtual environments. A key difference when considering research on practices such as Work-From-Home (WFH) before the pandemic, though, is that WFH was previously often responsive to employee preferences, but COVID-19 forced many into Mandatory Work-From-Home (MWFH).

- I. **Work from Home (WFH).** Gartner's (2020) survey of 229 Human Resources (HR) departments showed that approximately one-half of the companies had more than 80% of their employees working from home during early stages of the COVID-19 pandemic and estimated substantial long-term increases for remote work after the pandemic. The need for millions of workers to WFH in response to COVID-19 has accelerated recent remote work trends facilitated by the rise of connectivity and communication technologies. However, "remote work" is a broader category since it can include work from anywhere (i.e., not necessarily home).
 1. The forced confinement of workers during the COVID-19 pandemic has further complicated

this issue. While WFH might sound appealing if it offers a safe harbor, the absence of separation between one's work and home, and the lack of commutes to provide a transition between the two domains can become a burden too. Questions that would benefit from closer study include: how do workers' experiences in the work and non-work domains influence each other, and how do our work and non-work identities interact, when they unfold at home?

- II. **Virtual Teams.** As Mak and Kozlowski (2019) observed before the pandemic, "Virtual teams are growing in number and importance. Rather than assume uniformity in virtual team characteristics, though, it is valuable to recognize that "team virtuality" is a multi-faceted concept and encompasses multiple dimensions including the geographical distribution of team members and the relative amounts of (a)synchronous e-communication (Hoch & Kozlowski, 2014). Indeed, a nuanced conceptualizing of virtuality as a continuous variable, given that teams are not simply either face-to-face or virtual, has already been developed (Mak & Kozlowski, 2019) and should prove helpful for future researchers who work to classify the myriad forms of virtual teamwork that have been thrust on workers via COVID-19.
- III. **Virtual Leadership and Management.** The role of leaders to determine organizational outcomes that have a broad impact on employees at all levels is quite evident in the crucible of a crisis and distinctly vital in fundamental ways (Antonakis & Day, 2017). With the COVID-19 crisis requiring millions of employees across different hierarchical levels to work from home, it is encouraging to note that leadership can also work well from a distance (Antonakis & Atwater, 2002). Prior research shows that successful leaders are skilled in making the right decisions and provide reassurance through a balanced mix of optimism and realism regarding the future. In other words, effective leaders strive (in any period) to project vision – a symbolic state of affairs with which the collective identifies (Antonakis et al., 2016). Additionally, research indicates that the absence of

traditional physical cues of dominance and status in virtual settings (Antonakis & Atwater, 2002) can foster more participatory relationships.

Economic Impacts

In addition to the immediate impacts of COVID-19 on various workplace practices and arrangements, there is also likely to be a diverse range of economic costs of the pandemic for individuals, including those who lost their jobs and those who remain employed.

- i. **Unemployment and Layoffs:** In early 2020, tens of millions of people around the world filed new unemployment claims because several industries including travel, hospitality, sports, and entertainment were shut down by COVID-19. In addition to losing income, individuals who are unemployed may experience a range of stress-related consequences, including depression, anxiety, and physical ailments (Wanberg, 2012). Jahoda's (1982) latent deprivation model helps explain the negative effects of unemployment on psychological well-being by acknowledging that employment provides both manifest (e.g., income) and latent (e.g., time structure, social contact, sharing of common goals, status, and activity) benefits. Financial deprivation can be especially devastating, triggering a spiral of adversity that can affect the entire family (McKee-Ryan & Maitoza, 2018).
- ii. **Economic Inequality:** As a broader cost associated with the pandemic, many analysts expect that inequality will increase in the wake of COVID-19 just as it has in recent shocks such as the 2008 financial crisis (Wisman, 2013). Such inequalities are known from past shocks to provide differential resources and opportunities for individuals to gain employment and promotions while exacerbating inequalities in pay and benefits (Bapuji et al., 2020). Given prior work showing that organizational and societal inequalities feed into each other, there are grave reasons to be concerned that growth in inequality after COVID-19 will contribute to a downward spiral of negative trends in the workplace in the form of decreased work centrality, and increased burnout, absenteeism,

deviant behaviors, bullying, and turnover (Bapuji et al., 2020). Further, it is likely that job insecurities post-COVID-19 will motivate greater risk-taking and presenteeism among low-paid workers that, in turn, may increase public health risks for the further spread of the disease. Therefore, greater organizational investments to minimize inequality should dampen the negative spiraling that is otherwise likely to unfold.

A new normal: Working from home

When the pandemic hit Nigeria in April 2020, millions of workers began working from home – an unprecedented and ongoing phenomenon “facilitated by the rise of connectivity and communication technologies. As a result, medical experts project that working from home will not only continue for many workers but that COVID-19 will accelerate trends towards working from home past the immediate impacts of the pandemic. This will be partly motivated as organizations recognize the health risks of open-plan offices. As we now live and work in globally interdependent communities, infectious disease threats such as COVID-19 need to be recognized as part of the work-scape. To continue to reap the benefits of global cooperation, we must find smarter and safer ways of working together. Organizations will also appreciate the cost-savings of replacing full-time employees with contractors who can stay connected digitally, note the authors. In light of this anticipated shift, one goal of the paper is to guide future research to examine whether and how the COVID-19 quarantines that required millions to work from home affected work productivity, creativity, and innovation.

Work from home and Mental health

When the new norm of work-from-home was introduced at the peak of the pandemic, the way it affects the mental health of workers was not taken into solid consideration (Oakman et al., 2020). Workers at home reported complex impact of their work settings on their mental health. Research shows that those workers that were afraid of contracting the disease were more productive working from home (Galanti et al., 2021). When faced with returning to work in person, employees anticipated negative impacts because they were scared they might contract COVID-19 in the office. Employees working from home faced depression and anxiety as they felt

they needed to appear online often with their colleagues (Mendonça et al., 2021).

- i. **Presenteeism.** Among those continuing to work in the wake of COVID-19, there is likely to be growth in presenteeism (i.e., people going to work when ill) (Johns, 2010). Most research on presenteeism does not distinguish between contagious and non-contagious illness; however, recent studies in Poland (Mikos et al., 2020) and Australia (Imai et al., 2020) found that approximately 20% of people diagnosed with the flu did not take sick leave. A meta-analysis of the correlates of presenteeism (Miraglia & Johns, 2016) suggests two profiles of people who attend work when ill: (1) people who essentially feel forced to attend due to heavy job demands, including excessive workload, understaffing, and required overtime and (2) to a lesser extent, people who are committed to their organization and/or highly engaged in their work. Knowledge of this prior research offers helpful avenues for understanding organizational “hotspots” where COVID-19 or any other contagion might be more likely to occur (e.g., long-term care facilities).
- ii. **Social Distancing and Loneliness:** The loss of social connections for those who were laid-off and those required to WFH is a less evident impact of COVID-19; however, research shows that high-quality social interactions including informal chats among co-workers – are essential for mental and physical health (Margolis & Lyubomirsky, 2020). Handshakes are another social activity we know to be valuable (Schroeder et al., 2019) that can no longer be practiced. Against this backdrop, both the requirement to WFH and plans to de-densify workplaces in support of physical distancing are likely to have side effects that include at least some degree of harm to individuals’ mental and physical health (Brooks et al., 2020).
- iii. **Stress and Burnout:** The ambiguity and uncertainties affected by COVID-19 have required organizations to act to protect employee health and well-being. Building upon the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017), it is observed that there is variation across and within industries with respect to how COVID-

19 has affected both the demands and resources associated with given jobs and that there is evidence suggesting that working conditions have deteriorated for most employees, perhaps especially for frontline workers in healthcare. In light of such strains, COVID-19 has substantially contributed to a greater risk of employees encountering job burnout, a chronic stress syndrome, including chronic feelings of exhaustion and a distant attitude toward work (Demerouti et al., 2010).

Moreover, continuous exposure to COVID-19 news fosters rumination repetitively and passively, focusing on the symptoms of distress and the possible causes and consequences (Nolen-Hoeksema et al., 2008). As suggested by studies showing that people who were exposed to Hurricane Katrina had above-baseline stress and depression symptoms a year after the event (Obradovich et al., 2018), mental health problems may remain long after a crisis.

Virtual teams were already growing in number and importance pre-COVID-19. Now, many workers participate in a variety of remote teams via synchronous and asynchronous digital communication. Since virtual teams are here to stay for many workers, even post-pandemic, it is pertinent to recognize the challenges and adopt best practices.

Creating Roadmaps for new patterns of work

In addition to the sudden shift in working from home, COVID-19 and the Workplace touches on many other aspects of the pandemic’s impact on workers and organizations. They point to the economic, social, and psychological challenges and risks for workers deemed “essential” as well as for furloughed and laid-off workers. They touch on fundamental changes implemented in some industries and new opportunities in others. Regarding impacts on workers, they discuss increases in economic inequality, social distancing and loneliness, stress and burnout, and addiction. The authors also refer to factors that moderate the impacts of workplace changes brought about by the pandemic, including age, race and ethnicity, gender, family status, personality, and cultural differences.

By drawing on existing research to help make sense of the crisis and highlighting topics ripe for new research, the authors hope to clear a path to guide

studies focused on building positive, productive interactions that will aid in the ongoing transition to a new pattern of work. We hope that our effort will help researchers and practitioners take steps to manage and mitigate the negative effects of COVID-19 and start designing evidence-based roadmaps for moving forward. However, as the pandemic has persisted, it is increasingly clear that COVID-19 should be considered for its impact in relation to almost any work-related practice. On top of that, the many ways in which COVID-19 has variably and disparately impacted people and work warrants close attention, concern, and action.

Conclusion

Despite the uncertainties, it is clear that COVID-19 will be remembered for fundamentally transforming the way we work. For instance, the pandemic abruptly accelerated the adoption of practices associated with working outside traditional co-located office spaces. Virtual work practices are likely to spread as organizations realize the cost-savings from structuring labour with fewer full-time employees and more contractors connected technologically and perhaps with less office space in light of the health risks associated with conventional open-plan offices. The challenges for individuals working in this manner are clear: many employees will need to learn to work in ways far different than how people did in previous generations. In this respect, COVID-19 exposes how vulnerable employees and employers are. As many businesses around the world will be restructured or disappear due to the pandemic, workers will be retrained or laid-off, and the economic, social-psychological, and health costs of these actions are likely to be immense. Indeed, the impacts of the pandemic will affect some groups of workers more strongly than others, for example, based on their age, race and ethnicity, gender, or personality. As we now live and work in globally interdependent communities, infectious disease threats such as COVID-19 needs to be recognized as part of the workspace. To continue to reap the benefits of global cooperation, workers must find smarter and safer ways of working together.

Recommendations

- Given the likelihood that COVID-19 will accelerate trends towards WFH past the immediate impacts of the pandemic, it is clear that the variable ways in which people work outside of traditional workplace settings will

warrant growing amounts of attention for both research and practice.

- Future research should examine whether and how the COVID-19 quarantines that required millions to work from home affected work productivity, creativity, and innovation. Given that the quarantine period entailed a literal window into the homes of co-workers as well as subordinates and superiors, research is also needed to examine the implications of WFH for topics such as motivation and authenticity at work, particularly when it becomes normal again to work in co-located workplace settings.
- Research on the effectiveness of leaders during and after the COVID-19 crisis should examine an array of activities, including the degree to which remote leaders are persuasive if they (a) clearly state their values that will guide institutional actions; (b) understand and openly discuss the travails and hopes of their organizations; (c) clearly communicate an ambitious vision of the direction that the unit will head toward; and, (d) demonstrate confidence that strategic goals can be achieved.
- As organizations develop paths forward in the wake of COVID-19, prior research recommends that workplace loneliness be acknowledged and addressed as an indicator of employee well-being in HR policies, programs, and practices. Close study of innovations that people started initiating within weeks of mandatory shutdowns (e.g., Virtual Happy Hours) would also be valuable for informing future practice as well as research intended to help prevent loneliness and increase resilience. Such investigations would complement recent work focused on developing resiliency through experimentally tested interventions (Williams et al., 2018).
- In order to adequately deal with pandemic-specific and generically uncertain job demands, employees will need resources. To help address this, organizations may use top-down (or may facilitate bottom-up) interventions to take care of employee health and well-being with a goal to restore balance between job demands and resources. In addition, future research should determine whether structural efforts to optimize working conditions via job redesign and job crafting

can be as effective now as compared to pre-COVID-19.

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