

## Well-Being of the Health Care Professionals - A Review and Synthesis of Literature

**Manpreet Kailay,**

Research Scholar, Lovely Professional University,  
Phagwara, Punjab 144001

**Kamalpreet Kaur Paposa,**

Assistant Professor, Lovely Professional University,  
Phagwara, Punjab 144001

[kamalpreet.paposa@gmail.com](mailto:kamalpreet.paposa@gmail.com)

DOI: 10.23862/kiit-parikalpana/2022/v18/i1/212344

### **Abstract:**

This pandemic time due to COVID 19 outbreaks, Hospital Sector has become a crucial sector for the whole economy. This virus undoubtedly has made us realize the unquestionable relevance of the hospital sector and the need for health care professionals (HCP). With this in mind, the purpose of the current research is to provide a comprehensive and concise state of the art, literature review on the concept of Well- Being of healthcare employees during the pandemic. Drawing on the various well-being models and dimensions, we attempt to identify the additional factors that can help maintain the Well- Being of Health Care Professionals through a Well-Being Structure (WBS). The current study builds upon the review of 100 published articles related to profound aspects of well-being, well-being during pandemic times specific to the healthcare sector. Research gaps in the literature have been identified to suggest future research opportunities. This present paper is timely because globally, the whole population is still suffering from this contagious disease. It may last on this earth to some extent always in coming years in one or the other geographical area. This review will be facilitating the Health Care Administration in maintaining and managing the well- being of Human Resources in an improved manner. Recommendations and future research are provided using Well- Being Structure. Finally, implications for the hospital administrations, health care professionals and society have been discussed.

**Keywords:** Health Care Professionals (HCP), Employee Well- Being (EWB), Corona Virus Disease (COVID-19), Well Being Structure (WBS).

## 1. Introduction

The Corona Virus Disease (COVID-19) is a novel disease of the respiratory system which developed in an individual with flu-like symptoms. The Coronavirus disease originated in Wuhan, China and got transmitted in the whole world within a brief span of time. Uras, (2020), observed the impact caused by COVID 19 has severely affected almost all parts of the globe. Pak et al., 2020 highlighted that COVID-19 has led to substantial social, economic and human crises. Berry and Stuart, (2020) highlighted that the pandemic has changed of “essential services” management worldwide. In the initial phases of COVID-19, the patients were treated by only the Government hospitals in various countries like India. Still, in the later stage, private hospitals were also asked to allocate some of the beds and emergency wards to the patients exposed to this infection (Nilima et al., 2020). William et al., (2020) identified that bed capacity plays a crucial role in managing the situation. During this time, many non-emergency cases shifted to telemedicine. It also led to increasing working hours of many private hospitals (Hare et al., 2020; Leite et al., 2020).

India, densely populated country with inadequate medical facilities was left with no option but to follow the lockdown policy (Saho & Ashwani, 2020). Stewart, (2021) observed a lot of uncertainties and risks due to COVID-19 outbreak. According to Evans and Over, (2020) the COVID-19 pandemic can also lead to poverty and can reduce access to healthcare facilities for many

low- and middle- income countries. As far as the pandemic is concerned, it has caused an unprecedented challenge for the health care system worldwide (Ali et al., 2020); (Choudhery & Ansari, 2020). In such an environment, Health Care Professionals are bearing significant levels of psychological stress, stigma and mental anxiety (Brodie et al., 2021). Especially, the caregivers are facing mental and health problems and work-family conflicts in the light of COVID-19 pandemic (Kayaalp, et al., 2020). On the one side, the world fears this terrible virus and quarantine itself and does not want to contact any individual whether infected or not. On the other side, health care professionals are required to deliver their services to all patients in an unbiased way. The spread of Corona virus targets their ethical and moral values. During the pandemic, the health and safety issues were also targeted at the hospitals (Nielsen et al., 2020). Maintaining well-being of health care professional is the need of the hour.

Evidence from the past pandemics showed that Corona Virus is characteristic of “social vulnerability” (Gibson, 2020). The well-being of Health care professionals gets affected in such an environment. There are mainly three aspects namely, health, safety and well- being which is of paramount importance for the growth and development of every organization. Healthcare organizations must ensure their employees well-being and safe environment (Union, 2019). Within the workplace, well- being is first-maintaining employees own well-being. Secondly, managers and leaders

are also required to maintain well-being because if it is not supported, it will affect the productivity and performance of the workforce. Beyond the workplace, the organizations can support the well-being of the more indigent population (Kowalski & Loretto, 2017).

Human Resources have an essential role in supporting the organization's success, which necessitates the organizations to prosper them (Meiliyandrie et al., 2020). These days the well-being of working individuals is necessary to maintain because every single activity of the organization affect the individuals working in it. Organizations play a critical role in shaping well-being of their employees, as they provide a social environment for many employees that have an influential impact on people's quality of life (Lange, 2015). Nowadays, the measurement only confined to the demographic variable and characteristics of the job itself. Rather, it also measures the direct and indirect impact of cultural context, social values and societal belief systems. It has been found that the primary objective of the organizations is profit maximization for their owners. Organizations mostly spend considerable resources hiring employees, maintaining and retaining loyal customers and producing good quality products and services. The management largely ignores the well-being of employees. On the path of satisfying customers and maintaining long-term customer relationships, the well-being of working employees is somewhere ignored (Jayasinghe, 2017).

So, concerning the present situation

and realizing the importance of maintaining the well-being of employees the primary objective of this research is to identify factors that contribute towards maintaining the well-being of health care professionals. The study will articulate the various research work done on wellbeing of health care professionals, specifically in context to the pandemic. It will highlight the guidelines provided by the World Health Organization for maintaining the Well Being of HCP (WHO, 2020). It will also help in answering the various research questions framed at the initial stage of the study.

Research Questions such as:

RQ<sub>1</sub> What are the various theories and models proposed by the earlier researchers for maintaining well-being?

RQ<sub>2</sub> What are the significant challenges faced by HCPs and how to overcome them?

RQ<sub>3</sub> What are the factors which affect the well-being of HCPs during the pandemic?

RQ<sub>4</sub> What are the factors which support the well-being of HCPs during the pandemic?

RQ<sub>5</sub> What are the steps can be taken by the Healthcare Administrations for ensuring the well-being of health care staff?

In sum, we present a review of existing studies done during pandemic time related to well-being of health care professionals. We take a comprehensive approach and focus on the various

factors and dimensions of wellbeing of employees. We analyze the various studies done on healthcare professionals during the pandemic. We also present the aspects related to well-being of healthcare professionals as a part of this review additionally, the guidelines of WHO is also stated. Based on this, we proposed various dimensions in the form of Well-Being Structure that the hospital administrations can be adopted for their staff's good mental and physical health. Considering the previous research works related to well-being of healthcare staff and research works during pandemic times, we identify future research direction that can help establish a more substantial base related to employee well-being and encourage further theory development. Thus, this review paper is bifurcated into five sections: Introduction, Research Methodology, Literature analysis, results and discussions with future implications and limitations.

## **2. Research Methodology**

### **2.1 Initial Search**

A systematic literature review as suggested by Ghosh (2015) is performed in this research article. We searched the peer-review academic literature related to employee well-being specifically during pandemic time. We searched EBSCO host, SCOPUS, Google Scholars and ProQuest database. We have gathered a total of 119 articles by searching key-words like wellbeing, "wellbeing" AND "Pandemic" OR "COVID-19", "Health" AND "COVID-19" OR "Pandemic", "Health Care" AND "Pandemic" OR "COVID-19". Additionally, we have explored high

quality journals that are publishing on well-being of employees- International Journal of Human Resource Management, International Journal of Accounting, Finance and Business, Health Promotion International, Work and Stress and International Journal of Health Services.

### **2.2 Inclusion and Exclusion criteria**

Each of the articles is subject to thorough evaluation on the basis of language, subject area, abstract in this systematic review process. This helped in gathering all the relevant articles available in the literature. After removing the conference papers, myriad articles, book reviews, prefaces and editorial notes and reviewing all the articles, a total of 100 articles were finalized, published in the English Language. An in-depth review of all the articles helped in successfully answering the research questions framed at the initial stage of the study.

### **2.3 Reporting of the findings**

Finally, we have compiled all the literature in the area of Well-Being. In order to develop conceptual model including the four dimensions of well-being for the health care professionals, we thoroughly explored the most commonly used dimensions elaborated by previous researchers. All the necessary synthesis and analysis of research work carried out with the remaining selected articles in the upcoming sections of article.

## **3. Review and Analysis**

After careful analysis of all the review articles this section highlights the

models of Wellbeing, dimensions of Wellbeing, challenges faced by healthcare professionals during the pandemic, remedial measures to overcome these challenges, factors affecting the well-being and factors supporting the maintenance of well-being of healthcare staff .

### 3.1. Dimensions of Wellbeing:

The workplace is a significant part of an individual's life that affects their life and the community well-being of the community (Pradhan & Hatti, 2019). These days Well-Being at workplace is a much broader issue. Well-Being is how someone feels about various aspects of their life, such as their home life, health, relationships, job and other activities (Page & Vella, 2009). It's all about whether a person feels well or happy in their life, whether a person is healthy, whether an individual is

satisfied with their relationships, and whether they are satisfied with their jobs (Warr, 1990). While, at the workplace, the term 'Well-Being' is usually used for the examination of health and safety at work (Spa, 2000). In the earlier studies, it was found that the managers think about well-being from a single aspect only that is the "-Job Satisfaction". Later on, the three critical dimensions of the well-being concept has been introduced that focuses upon Happiness (Psychological well-being), Health (Physical well-being) and Relationships (Social well-being) (Grant et al., 2007). Therefore, Employee well-being is about more than job satisfaction, it's about optimising the health of all the employees, not just reducing the number of employees going through medical conditions (Gottman et al., 1998).

S. No.	Different dimensions of well-being	Source
1.	Mental/ Psychological, Physical/ Physiological	Griffin, (1999), Miller, (2020), Nilima et al., (2021) Imai et al., (2009) WHO, (2020), Updegraff et al., (2008).
2.	Affective well-being (anxious, contented), (enthusiastic, depressed), (pleased, displeased)	Warr & Warr, (1990), Miller, (2020), Updegraff et al., (2008).
3.	Subjective (feeling cheerful, satisfied, calm and peaceful), Workplace (life satisfaction), Psychological (self-acceptance, positive relations with others, personal growth and autonomy), Social (social acceptance, coherence, contribution and integration)	Page & Vella-Brodrick, (2009), Gioia et al., (2013), Nilima et al., (2021), Killgore WDS et al., (2020), WHO, (2020) Cherepanov, (2018) Cherepanov, (1999).
4.	Well-being-Hedonism or Hedonia (focuses on pleasure and happiness), Eudemonism or Eudaimonia (in which concern is towards potential human power), (sense-making)	Cooke et al., (2016), Liu, (2018)

5.	Psychological well-being (personal growth, self- acceptance, purpose in life), Social well-being (feeling of belongingness and attachment towards society), workplace well-being (work-life safety, employee assistance, employee growth, work climate) subjective well-being (calm and peaceful)	Pradhan & Hati, (2019), Gioia et al., (2013) WHO, (2020), Cherepanov, (2018), Cherepanov, (1999).
6.	Employee well-being: life well-being, workplace well-being, psychological well-being	Gottman et al., (1998), (Cherepanov, (2020), WHO, (2020)

Source: Author's Own Compilation

### 3.2. Analysis of Health Care related studies conducted during the pandemic:

During this pandemic, Health Care Professionals like doctors, paramedical, nurses, nursing assistants, operation room assistants, and non-technical staff working at COVID-19 hospitals from all over the worldwide have regarded as "Warriors". These warriors experienced psychological distress, depression, anxiety and insomnia because of the hefty schedules at the workplace (Sarla, 2020). By providing quality care to infected patients they are at the highest risk of getting the infection, because of which they are concerned about the well-being of their families (Kevin & Teoh, 2020).

It is observed that the prevalence of depression and anxiety is highest among healthcare workers during the pandemic (Gavin et al., 2020); Guterres, 2020; Sahebi et al., 2021). Although, employees are need to be treated fairly by their organization (Garg et al., 2012). The majority of the studies focused upon the health issues of the healthcare professionals and the hurdles they face in delivering quality services as depicted in Table-2. There are various studies that provide remedial actions to solve and overcome the challenges faced by HCPs as depicted in Table 3. In addition, various studies highlight the factors that affect and support the well-being of health care professionals conducted during the pandemic. Table 4 is a representative of the same.

Table 2: Major Challenges Faced by Health Care Professionals

Sr. No.	Challenges	Source
1	Allocation of scarce health care resources, Moral and ethical challenges.	(Litewka & Heitman, 2020), (Kinman & Teoh, 2020)
2	The abundance of information and difficulty to finding the right information to maintain health and well-being.	(Behaviour & Measures, 2020), (Abel & Mcqueen, 2020) (Otu et al., 2020)

3	Increase in stress and traumatised due to isolation, feeling of vulnerability, social isolation.	(Hagger et al., 2020), (Kinman & Teoh, 2020), (Gavin et al., 2020)
4	Socioeconomic disparities.	(Otu et al., 2020) by (Rajkumar, 2020)
5	Burnout, fatigue, lack of emotional and psychological well-being, anxiety, self-stigma.	(Otu et al., 2020) (Kinman & Teoh, 2020), (Gavin et al., 2020), (Guterres, 2020), (Sahebi et al., 2021). (Wang et al., (2020), (Grover et al., 2020), (Rama et al., 2020)
6	Unfamiliar working environment, changing protocols, long hours shifts	(Kinman & Teoh, 2020),
7	Fear of death and death of colleagues	(Grover et al., 2020)

Source: Author's Own

Table 3: Remedial Measures overcome the challenges faced by Health Care professionals

Sr. No.	Remedies	Source
1	Formal ethics education	(Litewka & Heitman, 2020) (Otu et al., 2020), (Rama et al., 2020)
2	Public Health Infrastructure	(Litewka & Heitman, 2020)
3	Health literacy, Self-care skills	(Behaviour & Measures, 2020), (Abel & Mcqueen, 2020), (Grover et al., 2020), (Ripp et al., 2020)
4	Stress Management, Maintaining mental health, psychological counselling hotlines	(Hagger et al., 2020) (Otu et al., 2020), (Philip & Cherian, 2020), (Ripp et al., 2020)
5	Acknowledge and honours the healthcare workers	(Otu et al., 2020)
6	Promoting resilience and self-care and psychological support	(Otu et al., 2020), (Ripp et al., 2020)
7	Effective leadership , peer support programs	(Kinman & Teoh, 2020), (Philip & Cherian, 2020)
8	Mindfulness training, relaxation therapy, adequate sleep	(Grover et al., 2020)

Source: Author's Own

Table 4: Factors affecting Well Being and Factors supporting Well Being

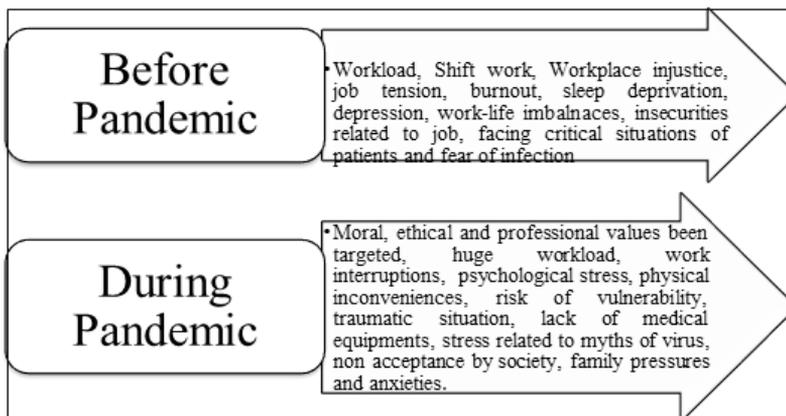
Source	Affecting Factors	Supporting Factors	Research Population	Country
(Zaidi et al., 2020)	Vulnerability to risk, Stress and Burnout	Physical Needs, Mental Health, Sleep, yoga, mindfulness.	Frontline workers	New York city
(Otu et al., 2020)	'Slow Motion Disaster', Stressful environment, Restlessness Depression, Fear, Exposure to personal risk, Insufficient availability of PPE kits.	Reducing stigma, Mental health therapy, Appropriate use of PPE kits, Eating healthy, Active lifestyles, Maintaining social links, Peer support, and ensuring meeting the basic needs Promote resilience, and Self-care behaviour.	Health care Workers	China, Western countries, United States
(Brand, 2020)	Traumatic impacts, Mental illness	Team Spirit	Health Care workers	China
(Morabia & Covid-, 2020)	Traumatic situation Mental stress in the general public. Pandemic of "Stigma and discrimination".	Crisis Management	General Public and frontline workers	US, China
(Hossain, 2020)	Frustration, Anger, Distrust, Moral distress, Professional oaths, lack of PPE kits	Sufficient supply of PPEs, Responsiveness, Friendliness, respect, guiding, trust-building and optimising benefits	Health Care Providers and Patients	Bangladesh
(Fischkoff et al., 2020)	Ethical Dilemmas- Responsibility, Fairness, Dignity, Honoring death	Design the required protocols for the pandemic time by the administration.	Health Care	Italy, France, America, New york
(Klasen et al., 2020)	Moral, ethical and practical dilemmas	Prioritising health, safety and well-being. Learning opportunities, Thinking skills and Proper health insurance is also needed	Medical Students	Around the globe
(Forman et al., 2020)	Corona Virus is considered as a "War like scenes for the hospital sector", Hospitals struggling to gain control over the virus.	Transparency, Decisive Leadership, Unified decisions, Global Solidarity, Effective communication, Accountability, Trust building.	Health care providers	China, South Korea, Singapore, Taiwan

(Ripp et al., 2020)	The unprecedented strain on HCW, Shortage of critical care medical resources, Limited availability of PPEs, Disease-related anxiety.	Meeting basic daily needs. Enhance communication of accurate information Developing robust mental and psychosocial support system Leadership care for staff	Health Care Workforce	New York city
(Dzau et al., 2020)	Emotional Distress-stemming from social isolation, the pain of losing colleagues to the disease and social stigma.	Integrate chief well-being programs, Psychological safety of clinicians, Sustain and supplement wellness programs.	Clinicians	United States
(Shanafelt et al., 2020)	Maintaining a large volume of patients, extreme workloads, societal shifts, greater exposure to risk, lack of rapid access to testing, uncertainty with the organization support and lack of up to date information.	Support from organization Expression of gratitude is powerful. To hear, protect, prepare, support and care for health care professionals in challenging times.	Health Care Professionals	America

Analysis of well-being literature during and before pandemic paves a way towards identifying the shift in factors affecting the well-being of healthcare

professionals as depicted in Figure 1

Figure1: Shift in Factors affecting Well-being of HCPs



Source: Author's Own Conceptualization

### 3.3. WHO interim guidelines for hospital sector

In January, 2020 the World Health Organization (WHO) declared the new disease, COVID-19, as a pandemic (Emergency et al., 2020). Geographically the virus has affected the general public around the whole globe. The organizations such as- the World Health Organization (WHO) and the Ministry of Health and Family Welfare (MOFHW) stated that the countries like India are required to generate awareness about taking action against this terrible disease. Moreover, the necessary preventive measures

must also be undertaken, like- wearing masks, frequent hand sanitising or hand washing, and avoiding direct contact with suspected individuals, which should be obeyed by society (Kumar et al., 2020). *Figure 2* highlights a few of the interim guidance which the WHO has provided for welfare of society in general. The purpose of this interim guidance is for psychosocial planning and safety for health care workers who provide care and services during the Covid-19 pandemic. Protecting Health Care Workers (HCW) is of paramount importance to WHO (Hcws & Yes, 2020).

Figure 2: WHO Interim Guidance for Hospital Sector

Workplace Hygiene/ Use Disinfectant	Practise Respiratory Etiquettes	Ensure Infection Prevention and Control (IPC) standards	Ensure efficient Information channelling
Prioritize the Psychological Well- Being	Prioritize testing	Secure adequate staff and resources (PPE)	Provide health Hotline numbers
Engage in healthy activities that are relaxing	Provide compensation for the quarantine period	Provide support for Voluntary caregivers	Long term care facilitates
Maintaining physical distancing	Mobilize adequate funding	Display posters for promoting alcohol based hand rub dispensers	Avoid dissemination of false information, misconceptions
	Ensure continuum essential services to Warriors	Ensure effective monitoring of impact of Covid-19	

Source: WHO (Interim Guidance), 2020

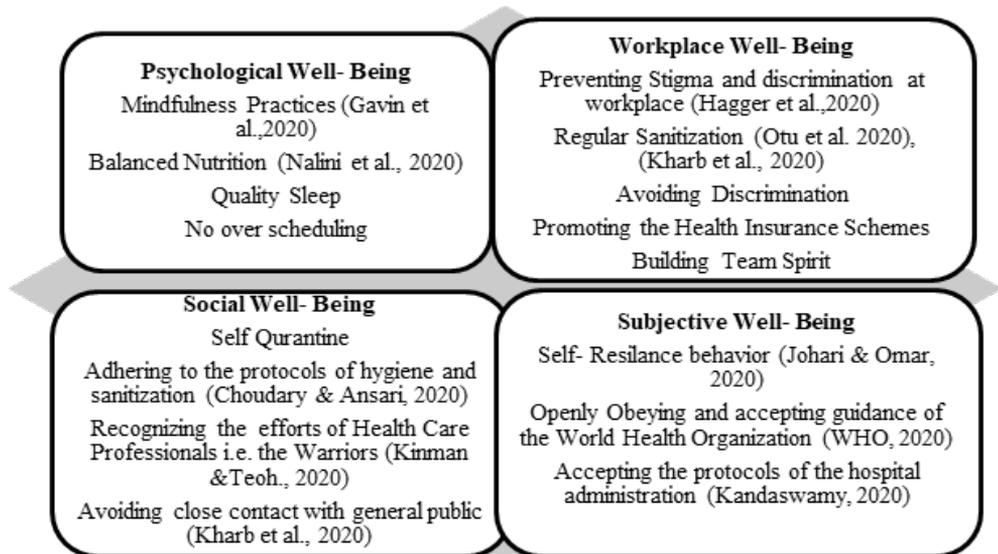
#### 4. DISUCSSION

##### 4.1. *Why maintaining Well-Being is Important of Health Care Professionals?*

From the last two years, around the globe we have experienced the unfortunate situation, which has drastically broken trust and faith of population. Everyday people are going through do or die situations. This is so hard to believe that by touching an infected place or by coming close to an infected person will be lead to death. But the situations are prevailing in this direction only. Additionally, population at large who were suffering from one or the other disease prefers to stay at home and get advices from doctors through phones. But, this is only the one side of coin, on the other side health care professionals cannot stay at their

homes and provide diagnosis to the patients from telephones. They have to be present all the times at the hospitals for providing proper care and treatment to the corona virus suspected patients. That is why the situations demands necessary well-being practices for the well-being of health care professionals at their workplace. When an employee well-being practices are implemented in the organizations, employees feel more connected and devoted towards their jobs and professions. Ensuring well-being of health care professionals is important as it could affect the patients level of satisfaction and raising their quality of treatment. Emotional stability and patience is necessary to work in the field of healthcare. Health Care professionals play a central and critical role in improving access and quality health care for the population.

Figure 3: Maintaining Well-Being of Health Care Professionals through Well Being Structure (WBS)



Source: Author's Own

In order to secure well-being of Health care professionals, we developed a conceptual model (Well-Being Structure).

#### 4.2. *Well Being Structure (WBS)*

There is a widespread understanding that “Good Health is Good for Business”. Health and well-being play an essential role in individual and organizational performance (Christine et al., 2020). Realizing the importance of Well-being in the Health Care sector and its role during the present pandemic times, in this study, we attempt to identify the various dimensions of wellbeing and propose a Well Being Structure. WBS is based upon the dimension as stated by (Pradhan & Hati, 2019), (Cooke et al., 2016), (Hyett & Parker, 2015), (Zheng, 2015) in their article in which major dimensions of Well Being are proposed. According to Pradhan & Hati, 2019, four significant dimensions of Employee well-being includes Psychological well-being (PWB), Social well-being (SWB), Workplace well-being (WWB) and subjective well-being (SBWB). Here, PWB defines the individual’s own perception about their lives and experience gained in their lifetime, such as- self-acceptance, personal growth and purpose in life. SWB implies the positive state of our relationships and social stability, such as- the feeling of attachment and belonging towards society. WWB relates to all the aspects of working life including, employee assistance, work facilities and environment. SBWB involves the evaluation of one’s current situation. Considering all these dimensions and keeping WHO

guidelines in mind, we synthesize the above literature to mention the various dimensions of well-being in the form of Well Being Structure (WBS). WBS is based upon the hard times that the health care professionals are going through and the dimensions and the sub-dimensions are purely constructed by considering the pandemic period.

The well-being is constructed on three aspects- employee commitment, job satisfaction and work-life balance situation (Garg & Ial, 2016). Current research builds upon the four dynamics of well-being, namely- Psychological well-being, Workplace well-being, Social well-being and Subjective well-being (Pradhan & Hati, 2019).

#### *Psychological Well-Being*

Psychological well-being consists of positive relationships with others, personal mastery, autonomy, a feeling of purpose and meaning and life, personal growth and development (Griffin, 1999). These days the mental well-being of Health Care professionals must be given due consideration. There is a lot of stress in the lives of healthcare professionals, such as- alterations in the rules and regulations, extended working hours, more workload upon each and every staff member and problems in getting leaves. In order to tackle all these psychological stressors that health care professionals are going through these days, management must ensure certain practices which HCP can adopt in their daily lifestyle to reduce the stress level and mental anxiety, fear of Novel Corona disease. Firstly, HCP can devote their time to

mindfulness practices by encouraging employees to do meditation, yoga and spiritual activities. Secondly, health care professionals must follow and maintain a healthy diet plan. During the pandemic time, everyone is suggested to start their days with Tulsi hot water or tulsi tea and ensure the consumption of ginger and garlic in vegetables to boost the immunity system, which helps our body fight against unwanted diseases. Medical staff should include all these essential items in their healthy eating schedules. Thirdly, health care professionals must take 8-10 hour of sleep, which is regarded as universal for all individuals. Complete and deep sleep make an individual's mind fresh and energetic. During the Corona phase, healthcare professionals have been suffering from sleep deprivation. Also, that is required to be cured by taking complete sleep. Last but not least, medical professionals must maintain and follow their daily work schedules, which would not lead to overwork or work stress in the future. Handling patients files are itself a big deal, pandemic the volume of patients is increasing day by day. For HCP, all the beds are occupied for all the weekdays, which created a different workload on these warriors, such as maintaining every patients records. Health care professionals must follow the probe for reducing workload in the future- 'Do tomorrow's work, Today, Today's work, Now'

### ***Workplace Well-Being***

At its most superficial level, workplace well-being is perhaps ultimately about persons' happiness, feeling good

and working and living safely and healthy (Meiliyandrie et al., 2020). Even though, the Government allowed some organizations to commence their regular activities by opening lockdown, health care is the only industry working throughout the pandemic. Other organization learned, maintaining hygiene and sanitizing after the outbreak of COVID-19, while hospitals followed these hygiene practices earlier also. Moreover, if the only pandemic phase is being considered, the world is facing a panic situation. To prevent and reduce this panic situation, hospital administration must avoid the transmission of wrong information among the staff which is being spread through social media at a considerable level. The only reliable source whose data could be trusted is the World Health Organization (WHO) and the Ministry of Health and Family Welfare (MHFW). Hospital management must ensure the regular sanitization of their working areas, emergency wards, sitting areas, clinics and entrance areas. Additionally, management must ensure indiscrimination (Mawani et al., 2020) at the workplace and promote team spirit. The administration must initiate the trend of insurance schemes. - Employees get themselves insured along with their family members to reduce the unpredictable risks.

### ***Social Well-Being***

Social well-being is having good relationships, social stability and peace. People are social creatures who are mutually dependent, relying on other for their own well-being (Jayasinghe, 2017). In the crisis times the societies

from where the- 'Corona Warriors' belongs show neglected behavior. The communities do not welcome the front-line workers as they getting exposed to this terrible disease. To argue, people need to love and be loved. Therefore, there is a need that societies must show tremendous respect towards these warriors, because they did not shut themselves in a room with the fear of this pandemic. Instead, they are standing at the front lines to save the community, the nation and the world. Health care professionals were treated with inequalities in society (Consolazio et al., 2021). Some staff nurses hide in the rooms during their non-working hours, as they don't want to leave their jobs and also don't want to further spread this virus. It becomes the responsibility of both the citizen- working and non-working to prevent the spread of this disease. If someone gets infected with this virus, he/she should not be treated poorly by society, by health care professionals. Responsibilities could be as follows- firstly, health care professionals need to adhere to the protocols of hygiene and sanitization. Hand sanitization has become a part of life these days, professionals from the hospitals are required to maintain proper hygiene- changing gloves frequently, sanitizing hands before and after meeting any patient and before and after touching anything, dispose of their Personal Protective Equipment (PPE) regularly, do wash their clothes separately, do sanitise all their equipment which is necessary daily- stationary items, files, medicines, handles of doors, mobile phones and wear face shield while interacting with the infected patients. Secondly, while at home, these warriors

must self- quarantine themselves, and avoid social contact with people. It is observed that Corona Virus teaches us all to staying in home, maintain social distancing, sanitizing hands, avoid interacting with people and many more as safety precautions. So, if individuals are supposed to interact with another individual, they must ensure all these safety measures, although the person is infected.

### ***Subjective Well-Being***

Subjective well-being refers to how people experience and evaluate their lives and specific activities in their lives (Page & Vella-Brodrick, 2009). In scientific terms, subjective well- being is the happiness and life satisfaction of thinking your life is going well and not wrong. During the pandemic time, subjective well-being is how every individual is dealing with the Corona Virus, What are their attitudes towards this virus? Either they are in fear of dealing with courage. It is all about maintaining one individual happiness and satisfaction throughout the pandemic phase how the different activities and regulations generated by the hospital administration and the World Health Organization are taken by the health care professionals. Whether they are expecting all the guidelines and protocols in a suitable manner or not, whether they obey the protocols of the organization acceptably. All these aspects play a crucial role in maintaining subjective well-being.

### ***Implications of research work:***

Hospital Management should need to support their Health Care

Professionals and promote resilient behaviour. They should encourage peer and social support such as informal communication (employer-employee relationship) in the organization which will be helpful in maintain the organization's well-being (Zhou & Panagioti, 2020). There are certain precautions that the hospital sector is required to take care of to maintain and manage the well-being of the health care providers:-

- Hospitals must conserve the number of beds and the number of healthcare personnel exposed to the infected patients.
- Doctors should be provided training for pandemic management.
- Incentives, insurance and extra care, should be provided to these warriors. Health Care professionals need to improve their immunity to cure the disease.
- Medical personnel should work in spacious areas using Personal Protective Equipment (PPEs), so there is the need to maintain a large stock of PPEs, N95 masks, sanitizers, gloves and face shields.
- COVID-19 must be regarded as a test for our health care personnel that is judging their resilient behaviour.
- Training sessions must be provided to the Corona warriors about- how could they manage their stress, depression, insomnia and mental trauma, to provide good quality of care treatment to the patients with this virus as the patients themselves feel lonely and hopeless when they get caught with this infection.
- The clinical and medical accessories must be accessible to all the departments without any biases.
- Hospital's professionals must be encouraged to do exercise, yoga, meditation, take adequate sleep, family interactions, which boosts their confidence to do work with all their dedication and their preventive behaviour.
- The hospital's administration must maintain an adequate staff, which must be assigned the job of only sanitizing the workplace. The more the number of visitors in the hospitals, more is the need to sanitize every material with which the visitors, patients and staff get in touch, such as- handles of doors, switches off lights, fans and lifts, stationary material- pen, pencil, files of hospitals and furniture. So, it is required to sanitize all the touched material.
- The society from which the Corona warriors belongs, must value the work of these warriors as these professionals were exposing themselves to the risk for social good

The present research would lead to a range of advice to managers and leaders to prevent their staff from chronic stress and poor mental health. The study has various implications for the policymakers in Hospitals Management to enrich the well-being of health care professionals. A few are stated below:

- Ensure good quality communication and accurate information in the working environment- Management must discourage the spread of wrong information in the workplace as such information could lead to rise in the stress or the fear level of their profession.
- Implement flexible schedules for professionals- Managers should provide a flexible working hours to the warriors of the Corona Virus because it is difficult for the warriors to convince their families, to allow them to offer their services in hospitals.
- Ensure social support between your team- The Health Care Professionals are required to support and motivate each other which will ensure a happy and healthy environment.
- Rotating the health care professionals from 'higher workload' to 'lower workload' units the volume of patients has been enhanced in each department of the hospital. The rotation of employees will help to maintain a balance between their work and family.
- Keep your team connected and feeling supported in isolation- At the workplace the colleagues spend their time with each other as they spend their time with their family members. Families are the most vital support for every individual. In the times of COVID-19, health care professionals are living in the hospitals away from their families,

so they are required to support each other.

- Maintaining well-being is all about 'speaking up'. So, managers must talk to their subordinates, and encourage them to speak up about their fears and anxiety about the Novel Corona Virus.

## 5. CONCLUSION, LIMITATIONS AND FUTURE RESEARCH AGENDA

The pandemic had placed the globe in such a difficult situation that the world is required to achieve clinical legitimacy and sustainable growth (Player, 2020). The primary goal of this research work was to contribute to the existing literature on well-being research by studying the well-being of Health care professionals with context to prevailing situations of COVID-19. Our research work has highlighted the various factors that contribute to or affect the well-being of HCP during pandemic times. The study also specified the HCPs challenges and mentioned the remedial measures to overcome these challenges. In terms of theoretical contribution to the well-being literature our study shows the various dimensions and factors of wellbeing in the form of Well-Being Structure (WBS). Thus, it adds to the existing body of knowledge about well-being of employees in healthcare sectors specifically with context to pandemic times.

Our study also contributes in a manner by stating the precautions and implications for the hospital sector, which can assist the managers

to effectively and efficiently meet the objectives of the hospitals along with taking care of their most precious assets that are, the employees who are known as 'Warriors of Corona Virus'. Moreover, the Protection Motivation Theory (PMT) could be regarded as the base for dealing with the pandemic, because only this theory discusses about the protection and motivation. This theory explores the six constructs such as- perceived vulnerability, perceived severity, self-efficacy, protection and motivation (Bashirian et al., 2020). The linkage between these two- factors with the COVID 19 pandemic can provide useful insights to the hospital sector. Thus, the Hospital Administration needs to be very proactive during pandemic times and ensure proper health and safety of the healthcare providers.

Much of the existing debate is on the challenges faced by health care sector during pandemic times. In this study an attempt is made to overcome these challenges by doing a detailed analysis of the existing wellbeing literature. The majority of existing studies focused upon the problems faced by health care professionals such as- highest risk of infection as they are the most vulnerable (Choudhery & Ansari, 2020), well-being of their families is concerned, overwork schedules and high psychological stress (Gavin et al., 2020). The study findings provide a fresh perspective to resolve issues being face by healthcare professionals by stating various implications that the managers or the hospital

administration can adopt for a better and improved well-being of hospital staff.

Despite these contributions our research work has the certain limitation that should be overcome by future studies. First the study is purely review based and does not capture the impact of the COVID-19 on employee well-being empirically at a global level. This is essential to understand the extent to which health care professionals are suffering from crisis and future studies can contribute in this area in an improved manner. The Well Being Structure (WBS) is framed and proposed on a review basis. There is a need to strengthen this model through a future empirical investigation. Researchers can identify which dimension out of the proposed four dimensions psychological, workplace, subjective and social well-being will contribute at the highest level towards the well-being of the health care professionals. Future studies can also be undertaken to understand the extent to which these practices are implemented by the hospitals to the better of well-being of health care workers. The COVID-19 pandemic will continue to evolve for many years. The intensity of infection may be more or less in different geographical areas. The Economy as a whole must learn a lesson from this pandemic and put them into practice. Hence, the implications of this research should be required to be communicated clearly to all the stakeholders for the benefit of society as whole.

## References

- Abel, T., & McQueen, D. (2020). Critical health literacy and the COVID-19 crisis. *Health promotion international*, Volume 35, Issue 6, 1612–1613, <https://doi.org/10.1093/heapro/daaa040>.
- Adil, M. S., & Baig, M. (2018). Impact of job demands-resources model on burnout and employee's well-being: Evidence from the pharmaceutical organisations of Karachi. *IIMB management review*, 30(2), 119-133.
- Alderman, B., Webber, K., Davies, A., (2020). An audit of end-of-life symptom control in patients with corona virus disease 2019 (COVID-19) dying in a hospital in the United Kingdom. *Palliative Medicine*. Vol. 34(9) 1249– 1255. <https://doi.org/10.1177/0269216320947>
- Ali, A., Hakak, A., Faseeh, A., (2020). Assessing the Coronavirus Research Output: A Bibliometric Analysis. *Global Business Review*. 1–12. DOI: 10.1177/0972150920975116
- Alper Kayaalp, Kyle J. Page & Kathleen M. Rospenda (2020): Caregiver burden, work-family conflict, family-work conflict, and mental health of caregivers: A meditational longitudinal study, *Work & Stress*, DOI: 10.1080/02678373.2020.1832609.
- Barati, M., Bashirian, S., Jenabi, E., Khazaei, S., Karimi-Shahanjarini, A., Zareian, S., ...& Moeini, B. (2020). Factors Associated with Preventive Behaviours of COVID-19 among Hospital Staff in Iran in 2020: An Application of the Protection Motivation Theory. *Journal of Hospital Infection*, 105(3), 430–433. <https://doi.org/10.1016/j.jhin.2020.04.035>.
- Behaviour, I. P., & Measures, C. (2020). Editorial Why health promotion matters to the COVID 19 pandemic, and vice versa. *Health Promotion International*, Volume 35, Issue 2, April 2020, Pages 181–186, <https://doi.org/10.1093/heapro/daaa042>.
- Brand, P. L. P. (2020). COVID-19: a unique learning opportunity if the well-being of learners and frontline workers is adequately supported. *Perspectives on Medical Education*, 9(3), 129–131. <https://doi.org/10.1007/s40037-020-00596-y>.
- Brodie, R. J., Ranjan, K. R., Verreynne, M. L., Jiang, Y., & Previte, J. (2021). Coronavirus crisis and health care: learning from a service ecosystem perspective. *Journal of Service Theory and Practice*, Vol. 31 No. 2, pp. 225-246. <https://doi.org/10.1108/JSTP-07-2020-0178>.
- Cash-Gibson, L., Pericàs, J. M., Martinez-Herrera, E., & Benach, J. (2021). Health Inequalities in the Time of COVID-19: The Globally Reinforcing Need to Strengthen Health Inequalities Research Capacities. *International Journal of Health Services*, 51(3), 300-304.

- Chatterjee, C., & Srinivasan, V. (2013). Ethical issues in health care sector in India. *IIMB Management Review*, 25(1), 49–62. <https://doi.org/10.1016/j.iimb.2012.11.004>
- Cherepanov, E. (2020). Responding to the Psychological Needs of Health Workers During Pandemic: Ten Lessons From Humanitarian Work. *Disaster Medicine and Public Health Preparedness*, 1-7. <https://doi.org/10.1017/dmp.2020.356>
- Cherepanov, E. (2018). *Ethics for global mental health: From good intentions to humanitarian accountability*. Routledge.
- Cherepanov, E. (1999). Return from mission. *Trauma News*, 8(4), 5-7.
- Choudhery, A., & Ansari, T. (2020). Lockdown Syndrome VS COVID-19 in India *Biomedical European of Pharmaceutical sciences*. (August). Volume 7, Issue 8, 382-385.
- Christine Ipsen, Maria Karanika-Murray & Giulia Nardelli (2020) Addressing mental health and organisational performance in tandem: A challenge and an opportunity for bringing together what belongs together, *Work & Stress*, 34:1, 1-4, DOI: 10.1080/02678373.2020.1719555
- Connectedness, I.-. (2020). COVID-19 : Health as a Common Good. *American Journal of Public Health*.110(8), 1111–1112. <https://doi.org/10.2105/AJPH.2020.305802>
- Cooke, P. J., Melchert, T. P., & Connor, K. (2016). Measuring Well-Being: A Review of Instruments. *Counseling Psychologist*, 44(5), 730–757. <https://doi.org/10.1177/0011000016633507>
- Consolazio, D., Murtas, R., Tunesi, S., Gervasi, F., Benassi, D., & Russo, A. G. (2021). Assessing the Impact of Individual Characteristics and Neighborhood Socioeconomic Status During the COVID-19 Pandemic in the Provinces of Milan and Lodi. *International Journal of Health Services*, 0020731421994842.
- Godderis, L., Boone, A., Bacusic, J. (2020). COVID-19 : a new work-related disease threatening healthcare workers. (2020). *Occupational Medicine*. (May), 315–316. <https://doi.org/10.1093/occmed/kqaa056>
- Du, J., Dong, L., Wang, T., Yuan, C., Fu, R., Zhang, L., Liu, B., Zhang, M., Yin, Y., Qin, J., 2020. Psychological symptoms among frontline healthcare workers during COVID19 outbreak in Wuhan. *General Hospital Psychiatry*.67, 144–145.
- Dzau, V. J., Kirch, D., & Nasca, T. (2020). Preventing a parallel pandemic—a national strategy to protect clinicians’ well-being. *New England Journal of Medicine*.383:513–515 DOI: 10.1056/NEJMp2011027.
- Evans, D. and Over, M. (2020), *The Economic Impact of COVID-19 in Low- and Middle-Income Countries*, available at: <https://www.cgdev.org/blog/>

- economic-impact-covid-19-low-and-middleincome-countries (accessed 5 April 2020).
- Faraain, N., & Musairah, S. K. (2019). Exploring Workplace Injustice and Employees' Well-Being in Malaysia. *International Journal of Accounting, Finance and Business (IJAFB)*, Volume:4 Issues: 21 [September, 2019] pp.76 - 91].
- Forman, R., Atun, R., Mckee, M., & Mossialos, E. (2020). 12 Lessons learned from the management of the coronavirus pandemic. *Health Policy*, 124(6), 577-580. <https://doi.org/10.1016/j.healthpol.2020.05.008>
- Garg, N., & Lal, B. (2015). Exploring the linkage between awareness and perception of high-performance work practices with employee well-being at workplace: A new dimension for HRM. *Jindal Journal of Business Research*, 4(1-2), 81-100.
- Garg, P., Rastogi, R., & Kataria, A. (2013). Promoting citizenship behaviors in workplace: The relevance of organizational justice and psychological well-being of employees. *Jindal Journal of Business Research*, 2(2), 67-84.
- Gavin, B., Hayden, J., & McNicholas, F. (2020). Caring for the Psychological Well-Being of Healthcare Professionals in the Covid-19 Pandemic Crisis. *Irish Medical Journal*. Vol 113; No. 4;P 51.
- Ghosh, A., Nundy, S., & Mallick, T. K. (2020). How India is dealing with COVID-19 pandemic. *Sensors International*, 100021. <https://doi.org/10.1016/j.sintl.2020.100021>
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational research methods*, 16(1), 15-31.
- Goodman, F. (2017). Measuring well-being : A comparison of subjective well-being and PERMA Measuring well-being : A comparison of subjective well-being and PERMA. *The Journal of Positive Psychology*, (October), 1-12. <https://doi.org/10.1080/17439760.2017.1388434>
- Gottman, J. M., Coan, J., Carrere, S., Swanson, C., Gottman, J. M., Coan, J., ... Swanson, C. (1998). Predicting Marital Happiness and Stability from Newlywed Interactions Published by : National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions. *Journal of Marriage and Family*, 60(1), 5-22. <https://doi.org/10.1002/job>
- Goudar, V., Basalingappa, K. M., & Prasad, N. (2020). Covid-19 : A Review on Corona Virus. *International Journal of Innovative Medicine and Health Science*, Volume 12, 2020, 5-12
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). *Happiness, Health, or Relationships ? Managerial Practices and Employee Weil-Being Tradeoffs*. 21(3), 51-63.

- Griffin, R. W. (1999). Health and Well-Being in the Workplace : A Review and Synthesis of the Literature. *Journal of Management*. 25(3), 357-384.
- Grover, S., Dua, D., Sahoo, S., Mehra, A., & Nehra, R. (2020). Why all COVID-19 hospitals should have mental health professionals : The importance of mental health in a worldwide crisis ! *Asian Journal of Psychiatry*, 51(April), 102147. <https://doi.org/10.1016/j.ajp.2020.102147>
- Guterres, A., UN Secretary-General, 2020. UN urges countries to focus on mental health in Coronavirus response. VOA News May 15, 2020.
- Hagger, M. S., Keech, J. J., & Hamilton, K. (2020). Managing stress during the coronavirus disease 2019 pandemic and beyond : Reappraisal and mindset approaches. *Stress and Health*. 396-401. <https://doi.org/10.1002/smi.2969>
- Hare, S.S., Rodrigues, J., Nair, A. and Robinson, G. (2020), Lessons from the Frontline of the Covid-19 Outbreak, *The BMJ Opinion*, available at: <https://blogs.bmj.com/bmj/2020/03/20/lessons-from-the-frontline-of-the-covid-19-outbreak/> (accessed 14 April 2020).
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. American Psychological Association. (p. 205-224). <https://psycnet.apa.org/doi/10.1037/10594-009>
- Hcws, P., & Yes, N. (2020). Risk assessment and management of exposure of health care workers in the context of COVID-19. *World Health Organization*. (March), 2-7.
- Hossain, F. (2020). Moral distress among healthcare providers and mistrust among patients during COVID-19 in Bangladesh. (August), *Developing World Bioethics* 1-6. <https://doi.org/10.1111/dewb.12291>
- Hyett, M. P., & Parker, G. B. (2015). Further Examination of the Properties of the Workplace Well-Being Questionnaire (WWQ). *Social Indicators Research*, 124(2), 683-692. <https://doi.org/10.1007/s11205-014-0805-5>
- Jayasinghe, C. (2017). A Model of Employee Well-being for Front-line Employees in Hotel Industry. *International Journal of Scientific and Research Publications*, 7(5), 60-64.
- Karina Nielsen, Morten B. Nielsen, Chidiebere Ogonnaya, Marja Käsälä, Eveliina Saari & Kerstin Isaksson (2017) Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis, *Work & Stress*, 31:2, 101-120, DOI: 10.1080/02678373.2017.1304463
- Kinman, G., Teoh, K., & Harriss, A. (2020). Supporting the well-being of healthcare workers during and after COVID-19. *Occupational Medicine*. (May). <https://doi.org/10.1093/occmed/kqaa096>

- Klasen, J. M., Vithyapathy, A., Zante, B., & Burm, S. (2020). "The storm has arrived": the impact of SARS-CoV-2 on medical students. *Perspectives of Medical Education*. 181–185. <https://doi.org/10.1007/s40037-020-00592-2>
- Kowalski, T. H. P., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *International Journal of Human Resource Management*, 28(16), 2229–2255. <https://doi.org/10.1080/09585192.2017.1345205>
- Kumar, S. U., Kumar, D. T., & Christopher, B. P. (2020). The Rise and Impact of COVID-19 in India. 7(May), *Frontiers in Medicine*, 1–7. <https://doi.org/10.3389/fmed.2020.00250>
- Lange, T. (2015). *MPOWER : Season 's greetings*. (December).
- Learning, F. (2020). The COVID-19 Pandemic : A View From Vietnam. *American Journal of Public Health*. 110(8), 1152–1153. <https://doi.org/10.2105/AJPH.2020.305751>
- Leite, H., Hodgkinson, I.R. and Gruber, T. (2020), "New development: 'Healing at a distance'– telemedicine and COVID-19", *Public Money and Management*, Vol. 40 No. 6, pp. 483-485, doi: 10.1080/09540962.2020.1748855.
- Liu, C.-Y., Yang, Y.-Z., Zhang, X.-M., Xu, X., Dou, Q.-L., Zhang, W.-W., Cheng, A.S., 2020. The prevalence and influencing factors in anxiety in medical workers fighting COVID-19 in China: a cross-sectional survey. *Epidemiology. Infect.* 1–17.
- Liu, L. (2018). Human resource management and employee well-being in China. (July 2018). Retrieved from [https://www.researchgate.net/publication/336252150\\_Human\\_resource\\_management\\_and\\_employee\\_well-being\\_in\\_China](https://www.researchgate.net/publication/336252150_Human_resource_management_and_employee_well-being_in_China)
- Mahmud, A., & Islam, M. R. (2020). Social stigma as a barrier to Covid-19 responses to community well-being in Bangladesh. *International Journal of Community Well-Being*, 1–7.
- Mawani, F. N., Gunn, V., O'Campo, P., Anagnostou, M., Muntaner, C., Wanigaratne, S., ... & An, A. (2021). COVID-19 Economic Response and Recovery: A Rapid Scoping Review. *International Journal of Health Services*, 51(2), 247–260.
- Med, O. (2020). *Sickness absence in healthcare workers during the COVID-19 pandemic*. (May), 338–341. <https://doi.org/10.1093/occmed/kqaa093>
- Medicine, O. (2019). *Managing traumatic stress in the workplace*. 2–4. <https://doi.org/10.1093/occmed/kqy146>
- Miller G. Social distancing prevents infections, but it can have unintended consequences. Science. Available from: <https://www.sciencemag.org/news/2020/03/we-are-social-species-how-will-social-distancing-affect-us>. [Last accessed on 2020 Sep 15].

- Miller, D. (2020). Coronavirus on the Inpatient Unit: A New Challenge for Psychiatry. *Medscape: Nurses*. Retrieved from [https://www.medscape.com/viewarticle/926834?src=wnl\\_tp10n\\_200410\\_mscpedit&uac=164308FT&impID=234\\_0633&faf=1](https://www.medscape.com/viewarticle/926834?src=wnl_tp10n_200410_mscpedit&uac=164308FT&impID=234_0633&faf=1)
- Morabia, S., & Covid-, A. (2020). A Public Health Perspective in the Times of COVID-19. *American Journal of Public Health*, 110(7), 925–926. <https://doi.org/10.2105/AJPH.2020.305742>
- Nilima, N., Kaushik, S., Tiwary, B., & Pandey, P. K. (2020). Psycho-social factors associated with the nationwide lockdown in India during COVID-19 pandemic. *Clinical Epidemiology and Global Health*. <https://doi.org/10.1016/j.cegh.2020.06.010>
- Nilima, N., Kaushik, S., Tiwary, B., & Pandey, P. K. (2021). Psycho-social factors associated with the nationwide lockdown in India during COVID-19 pandemic. *Clinical Epidemiology and Global Health*, 9, 47–52.
- Otu, A., Charles, C. H., & Yaya, S. (2020). Mental health and psychosocial well-being during the COVID-19 pandemic: The invisible elephant in the room. *International Journal of Mental Health Systems*, 14(1), 1–5. <https://doi.org/10.1186/s13033-020-00371-w>
- Page, K. M., & Vella-Brodrick, D. A. (2009). The “what”, “why” and “how” of employee well-being: A new model. *Social Indicators Research*, 90(3), 441–458. <https://doi.org/10.1007/s11205-008-9270-3>
- Pak, A., Adegboye, O.A., Adekunle, A.I., Rahman, K.M., McBryde, E.S. and Eisen, D.P. (2020), “Economic consequences of the COVID-19 outbreak: the need for epidemic preparedness”, *Frontiers in Public Health*, Vol. 8, 29 May, doi: 10.3389/fpubh.2020.00241.
- Philip, J., & Cherian, V. (2020). Factors affecting the Psychological Well-being of Health Care Workers During an epidemic : a Thematic Review. *Journal of Psychological Medicine*. (July). <https://doi.org/10.1177/0253717620934095>
- Player, S. D. (2021). Taking Care of Business: Privileging Private Sector Hospitals During the COVID Crisis. *International Journal of Health Services*, 51(3), 305–310.
- Pradhan, R. K., & Hati, L. (2019). The Measurement of Employee Well-being : Development and The Measurement of Employee Well-being : Development and Validation of a Scale. *Global Business Review*. (October). <https://doi.org/10.1177/0972150919859101>
- Rajkumar, R.P., 2020. COVID-19 and mental health: A review of the existing literature. *Asian Journal of Psychiatry*. 102066
- Rammohan, A., Centre, M., Rela, M., & Centre, M. (2020). COVID-19 : Could India still escape ? *Journal of Global Health*. (July). <https://doi.org/10.7189/jogh.10.010372>

- Ripp, J., Peccoraro, L., & Charney, D. (2020). Attending to the Emotional Well-Being of the Health Care Workforce in a New York City Health System During the COVID-19 Pandemic. *Academic Medicine*. 95(8), 1136–1139. <https://doi.org/10.1097/ACM.0000000000003414>
- Sahoo, P., Ashwani. (2020). COVID-19 and Indian Economy: Impact on Growth, Manufacturing, Trade and MSME Sector. *Global Business Review*. 21(5) 1159–1183,. DOI: 10.1177/0972150920945687
- San Martin, A. H., Serrano, J. P., Cambriles, T. D., Arias, E. M. A., Méndez, J. M., del Yerro Álvarez, M. J., & Sánchez, M. G. (2020). Sleep characteristics in health workers exposed to the COVID-19 pandemic. *Sleep medicine*, 75, 388-394.
- Sarla, G. S. (2020). COVID dairies: An Indian perspective. *Journal of Medical Research Surgery*, 1(3), 1-4.
- Shanafelt, T., Ripp, J., Sinai, M., & Trockel, M. (2020). Understanding and Addressing Sources of Anxiety Among Health Care Professionals During the COVID-19 Pandemic. *American edical Association*. 2019, <https://doi.org/10.1001/jama.2020.5893>
- Spa, L. (2000). *Well-being and Burnout in the Workplace*,. (Warr 1990), 1990–1992.
- Stewart, D. (2021), “Uncertainty and risk are multidimension: lessons from the COVID-19 Pandemic”, *Journal of Public Policy and Marketing*, Vol. 40 No. 1, pp. 92-93.
- S. Iavicoli, S. Leka & K. Nielsen (2020) Promoting Occupational Health Psychology through professional bodies: The role of the European Academy of Occupational Health Psychology, *Work & Stress*, 34:3, 215-218, DOI: 10.1080/02678373.2020.1774939.
- Teoh, Kevin and Hassard, Juliet and Cox, Tom (2019) Doctors’ perceived working conditions and the quality of patient care: A systematic review. *Work & Stress: An International Journal of Work, Health & Organisations*, ISSN 0267-8373.
- Uras, U. (2020), “Coronavirus: comparing COVID-19, SARS and MERS”, available at: <https://www.aljazeera.com/news/2020/4/8/coronavirus-comparing-covid-19-sars-and-mers> (accessed 13 November 2020).
- Updegraff, J. A., Silver, R. C., & Holman, E. A. (2008). Searching for and finding meaning in collective trauma: results from a national longitudinal study of the 9/11 terrorist attacks. *Journal of personality and social psychology*, 95(3), 709.
- Voukelatou, V., Gabrielli, L., Miliou, I., Cresci, S., Sharma, R., Tesconi, M., & Pappalardo, L. (2020). Measuring objective and subjective well-being: dimensions and data sources. In *International Journal of Data Science and Analytics*. <https://doi.org/10.1007/s41060-020-00224-2>

- Wang, C., Pan, R., Wan, X., Tan, Y., Xu, L., Ho, C.S., Ho, R.C., 2020. Immediate psychological responses and associated factors during the initial stage of the 2019 coronavirus disease (COVID-19) epidemic among the general population in China. *Int. J. Environ. Res. Public Health* 17, 1729.
- Wang, H., Cleary, P.D., Little, J. and Auffray, C. (2020), "Communicating in a public health crisis", *The Lancet*, available at: [https://www.thelancet.com/journals/landig/article/PIIS2589-7500\(20\)30197-7/fulltext](https://www.thelancet.com/journals/landig/article/PIIS2589-7500(20)30197-7/fulltext) (accessed 19 September 2020).
- Wang, S., Xie, L., Xu, Y., Yu, S., Yao, B., & Xiang, D. (2020). Sleep disturbances among medical workers during the outbreak of COVID-2019. *Occupational Medicine*, Volume 70, Issue 5, July 2020, Pages 364-369, <https://doi.org/10.1093/occmed/kqaa074>
- Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of occupational Psychology*, 63(3), 193-210.
- Williamson, V., Murphy, D., & Greenberg, N. (2020). COVID-19 and experiences of moral injury in front-line key workers. *Occupational Medicine*, Volume 70, Issue 5, July 2020, Pages 317-319, <https://doi.org/10.1093/occmed/kqaa052>
- World Health Organization. (2020). *Mental health and psychosocial considerations during the COVID-19 outbreak*, 18 March 2020, 1-6 (No. WHO/2019-nCoV/MentalHealth/2020.1). World Health Organization.
- World Health Organization. (2020). *Overview of public health and social measures in the context of COVID-19: interim guidance*, 18 May 2020, 1-8 (No. WHO/2019-nCoV/PHSM\_Overview/2020.1). World Health Organization.
- World Health Organization. War Trauma Foundation, World Vision International. *Psychological First Aid: Guide for Field Workers*. [https:// apps.who.int/iris/handle/10665/44615/](https://apps.who.int/iris/handle/10665/44615/). Published 2011. Accessed October 24, 2020.
- Zaidi, S. R., Sharma, V. K., Tsai, S. L., Flores, S., Lema, P. C., & Castillo, J. (2020). Emergency Department Well-being Initiatives During the COVID-19 Pandemic: An After-action Review. *AEM education and training*, 4(4), 411-414.
- Zhou, A. Y., & Panagioti, M. (2020). Mental health and the medical profession during the COVID-19 pandemic. *Occupational Medicine*, 70(5), 362-363.