

Examining the Relationship between Fear of COVID-19 and Absenteeism among Frontline Workers in Pakistan

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Abstract

One of the significant difficulties businesses worldwide have encountered due to the spread of COVID-19 is the absence of essential employees. The major purpose of this research study was to assess the effect that anxiety brought on by the Covid-19 outbreak had on the percentage of workers who were absent from their jobs. In addition, this study aimed to evaluate the role that psychological distress and perceived organization support play as mediators and moderators between the fear of Covid-19 and absenteeism on the part of employees in the exposition of P-E Fit theory. With a quantitative research method and deductive approach, Data was collected using a validated survey instrument, with 239 responses received through an online Google form. The study's focus group consisted of frontline sales representatives. Using Smart-PLS to test the hypotheses revealed that most could be accepted. These findings are consistent with previous research studies in the field. This research adds to the previous literature by addressing the significance of managers' support for front-line staff by supplying them with the required tools and supplies to decrease fear and stress in the face of Covid-19. Overall, the study highlights the significant impact of the pandemic on the workplace and underscores the importance of understanding the factors that influence employee behavior during these unprecedented times.

Keywords: Pandemic; fear; lockdown; psychological distress; disease; front-line worker.

JEL Classification: M52, M54, M12, I31

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1. Introduction

The COVID-19 pandemic caught the world off-guard with its sudden emergence and unprecedented impact, unlike anything experienced in recent history. However, the Spanish flu outbreak in 1918 had a similar global impact, and now, a century later, history has repeated itself with COVID-19. While the Spanish flu caused significant loss of life, COVID-19 has surpassed it in terms of its deadly impact. With the outbreak of the Spanish influenza, industries throughout the world lost millions of workers, which had a huge influence on the global economy. Additionally, 2.1% of the world's population perished due to the disease, which decreased the workforce and made it difficult for survivors to continue working in their previous positions. Similarly, COVID-19 has caused huge global economic downturns due to its widespread and severe effects on the economy (Bishop, 2020).

Even though the United States of America and China were engaged in a serious trade war in 2019, the International Monetary Fund (IMF) predicted that the global economy would grow by 3.4%. However, the outbreak of COVID-19 caught everyone off-guard and resulted in a significant economic blow. Within a week of lockdown from February 24 to February 28, 2020, a record-breaking US\$6 trillion was removed from the market. The global stock markets were in extreme shock, and all sectors, including education, health, industry, and IT, stopped working to ensure social distancing (Ozzi, 2020). The cost of absenteeism due to the pandemic was also a significant indirect cost. However, remote working options decreased the cost of absenteeism for many economic sectors. COVID-19 has been proven to be more severe than H1N1 in 1921, and globalization and advanced technology played a significant role in keeping operations running for many organizations despite the pandemic outbreak, albeit with significant fluctuations in work speed (Vuong & Ho, 2020).

Insurance companies worldwide became active during the pandemic as it was a global health emergency, and people rushed to insure their lives first. There was an increasing demand for insurance coverage to insure people's lives, which presented a dilemma for insurance firms to offer insurance during lockdown periods and the fear of COVID-19. A feeling of uneasiness was created due to this circumstance, and it was the job of the insurance sector to consider their employees' fears and accommodate them accordingly (Islam et al., 2017). In addition, the widespread interest in and focus on The Covid-19 Pandemic among researchers and academics led them to assess the situation and offer advice for calming the public's fears and apprehensions. The present generation's exposure to a pandemic was unprecedented, making research into the phenomenon a fresh adventure. Covid-19 had a terrible effect on businesses worldwide, but those with online strategy plans could weather the storm and continue providing for their employees.

Despite the epidemic, many workers in different industries have continued to do their jobs as usual. Doctors, nurses, other medical professionals, and law enforcement officials fall

under this category. People who are housebound have also been helped by salespeople who operate around the clock. The insurance industry has also proven its loyalty to its customers by helping them through this difficult period. These workers have been dedicated to their support roles while confronting several challenges and hazards. Therefore, there is a need to study the influence that concern over COVID-19 has on absenteeism among workers. This study expands on the findings of previous research that looked into the future (Ozzi, 2020; Vuong & Ho, 2020). This study's major objective is to analyze the relationship between the psychological distress among employees due to COVID-19 and identify the key reason contributing to their absence from work while organizational support is arising.

Furthermore, this research investigates psychological distress's role in mediating the connection between concern over COVID-19 and employee absenteeism. In a sense, this study contributes to investigating the link between employee absenteeism and fear of COVID-19 with a mediating role of psychological distress and the moderating role of perceived organizational support among frontline employees in Pakistan. The purpose of this study is to investigate how fear of COVID-19 influences the attendance patterns of workers and how it influences the quality of their work while they are there.

2. Literature Review

The research hypothesis examines how people in Pakistan responded to the stressful situation caused by the COVID-19 pandemic. The P-E Fit theory applies to the situation, emphasizing the coordination between individuals and their environment in responding to work circumstances and the importance of the fit between the two. The absence of fit can occur in three forms: when the demands of the workplace exceed the worker's capacity, when the employee's needs are not being met, or when both situations occur simultaneously. The psychoanalytic theory of Sigmund Freud is also relevant to the situation, as it proposes that human behavior operates in three dimensions (Freud, 2017) id, ego, and superego. In the context of the research, the superego best fits the situation (McLeod, 2013) as people in the insurance and hospitality industries work for the betterment of others. According to James (1884) and Lang (1994), emotions can cause bodily changes through sensory stimulation. Harlow and Stagner (1933) classified emotions broadly into love and fear, with fear-related feelings often resulting in the desire to retreat. According to (Barlow, 2004), fear-based emotions have the potential to set off anxiety, which is a basic arousal symptom that can lead to secondary trauma (Metzger et al., 2004). Individuals have reported experiencing bodily symptoms, worry, and anxiety due to their dread of COVID-19 (Ahorsu et al., 2020; Satıcı et al., 2020a). To address fear and psychological distress, Freud's psychoanalysis and theory of emotions can be applied, while the P-E Fit theory can be used to tackle employee absenteeism by ensuring that the organization meets its needs.

Between April 2020 and February 2021, Pakistan, a poor nation with a fragile financial position before the COVID-19 pandemic, (Jackson, 2020) During such a catastrophic event, only a select few industries were able to carry out their duties, notably the security forces in charge of preserving law and order, the healthcare personnel who attended to patients, and the banking and insurance companies that oversaw the country's economic system (Prasad, 2020). However, compared to industrialized nations, Pakistan's insurance business is not nearly as established and does not have nearly as many resources. Insurance agents continue to use antiquated methods to sign up new customers, such as making personal appearances at prospective customers' homes to persuade them to purchase insurance policies (Prasad, 2020). In addition, agents continue to register customers over the phone or via email. The low acceptance percentage of insurance plans in Pakistani culture is the root cause of this behavior. A lack of information about the advantages of insurance policies is caused by the cultural norms and some schools of thought in Pakistan that are against insurance policies. Because of this, selling insurance coverage is consistently ranked as one of the most difficult occupations in Pakistan, even when conditions are normal.

Interestingly, during the COVID-19 pandemic, when the number of deaths began to rise in April 2020, there was no increase in the number of people purchasing health insurance coverage. This indicates that workers in the insurance industry had to exert increased effort to bring in business, resulting in their exposure to a greater risk of COVID-19. In addition, the insurance industry suffered setbacks during lockdown conditions, particularly in the general insurance sector, since individuals were less interested in purchasing insurance for their cars or businesses because there was little activity in those specific industries (Alnazly et al., 2021). This was especially true in the general insurance sector. Therefore, the insurance industry in Pakistan must adopt modern and innovative ways to register clients, create awareness among people about the benefits of insurance policies, and introduce policies that cater to the needs of the people during crises such as the COVID-19 pandemic. In addition, it is also necessary for the insurance business in Pakistan to develop cutting-edge and creative strategies for raising awareness among the general public regarding the advantages of purchasing insurance policies.

H1: The fear of COVID-19 is positively related to employee absenteeism.

To prevent the spread of COVID-19, the Pakistani government made various changes to the labor policy in April 2020 (Ahmed, 2020), requiring employees to wear face masks, maintain personal hygiene, keep social distance, and keep the workplace clean. Insurance staff had a difficult working environment due to the epidemic, despite being equipped with safety equipment. The public's fear of the epidemic was exacerbated by continual media coverage and misinformation spread via the grapevine. Insurance professionals faced considerable disruptions in their day-to-day operations due to the lockdown measures enforced in many cities and towns, including Karachi (De Kock et al., 2021). During April, May, and

June of 2020, Karachi, the largest city in Pakistan, was placed under a rigorous lockdown. Roads were blocked using containers and barricades, and the mobility of the general people was severely restricted. As a result of the lockdown scenario, insurance professionals had a tough time traveling to their consumers because the markets were either closed or open for a short time (Malik et al., 2021).

As a result, insurance workers faced significant challenges in performing their duties, which affected their productivity and the progress of their companies. The government needs to take effective measures to facilitate insurance workers and other essential workers during pandemics to ensure that their safety and well-being are adequately taken care of while carrying out their duties. During the prolonged lockdowns imposed throughout the state in response to the COVID-19 pandemic, a notable increase in absenteeism among employees has become a concern. Absenteeism refers to the prolonged absence of employees from their work. Several factors have contributed to this increase in absenteeism, such as employees awaiting COVID-19 test results or isolating themselves after testing positive for the virus.

Moreover, many employees have been forced to stay home to care for their children due to school and daycare closures. Illness, particularly minor illnesses such as cold and flu, has also contributed to absenteeism during the pandemic. The highly contagious nature of the coronavirus has led to a high level of unplanned absenteeism, with sick employees risking the health and safety of their colleagues by coming to work. The cost of such actions to businesses has been estimated to be between 150-250 billion dollars per year, according to a Business Harvard review (Yıldırım, 2021).

H2: The extent to which an organization invests in its facilities is correlated with the likelihood that its personnel will remain in their positions.

Mental illness and psychological distress also significantly contribute to absenteeism during the pandemic. The COVID-19 pandemic has had numerous negative impacts on mental well-being, with 36% experiencing difficulty sleeping and 32% experiencing difficulty eating, according to KFF. The pandemic has particularly hard hit individuals with pre-existing immunocompromised conditions, as their conditions have worsened due to the stress and anxiety caused by the pandemic. One worker suffering from depression takes about 27 more leaves compared to a worker without depression, as per CIPD. Finally, physical impairments have also contributed to absenteeism during the pandemic. There has been a documented increase in the amount of money spent by employers on musculoskeletal problems, with around 20 billion dollars going into diagnostic imaging and physical treatment, according to OSHA. The pandemic has exacerbated these issues, as worker shortages have led to overworking, increasing the risk of musculoskeletal problems (Saleem et al., 2020). Organizations must prioritize employee health and well-being and provide support to minimize absenteeism rates. Based on the literature reviewed, the following hypothesis has been developed.

H3: The psychological distress mediates the relationship between fear of Covid-19 and employee absenteeism.

Organizational support can have a significant impact on reducing the severity of the COVID-19 absence crisis. Reasons for absences from work owing to the pandemic include illness, quarantine, childcare obligations, fear of infection, and movement limitations (Freud, 2017). Organizations may assist workers better and reduce absenteeism's negative effects if they implement this strategy. That's like Remote work, staggered hours, and shortened work-weeks are all examples of flexible work rules that help employees juggle their professional and home lives. Regular sanitization, social distancing practices, and supplying personal protective equipment are all examples of occupational health and safety measures that may assist in lowering the risk of infection and ease employees' fears about going to work. Employees' mental health has suffered due to the epidemic, with rising stress, worry, and burnout. Companies may assist their employees in dealing with mental health difficulties and reduce absenteeism by providing them access to mental health resources, counseling services, and stress management programs (Burns, 2023). These claims, expressed as a hypothesis, characterize the relationship between perceived organizational support and covid19.

H4: The perceived organizational support moderates the relationship between fear of Covid-19 and employee absenteeism.

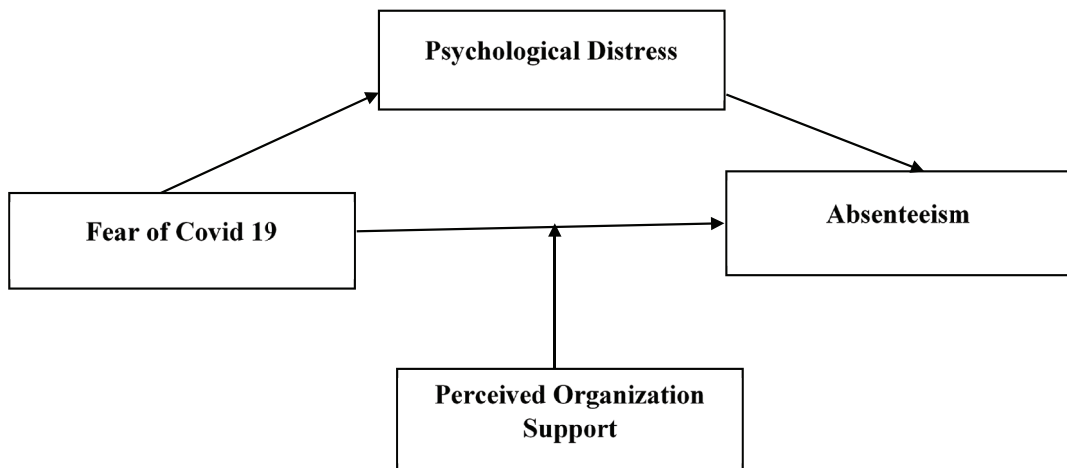


Figure 1 : Research Framework

3. Methodology

3.1 Research Philosophy

The present research study has utilized a quantitative approach to analyze the collected data effectively. This study analysis uses a deductive method, with testable hypotheses

created by misusing accepted theory. However, the study's primary demographic was front-line insurance industry employees. Another researcher (Kline, 2000) simplified these techniques and stated that two or more respondents for each scale in construct. Regression and conformity factor (CFA) to check the structure and measurement model jointly (Hair, 2011). (Podhazur, 1997) discusses an approximate technique to determine the sample size: having fifteen or more respondents for every construct.

3.2 Data Collection

The study's sample consisted of 240 sales workers working actively in an insurance company during the COVID-19 pandemic lockdown. The researcher employed purposive sampling, a non-probability sampling technique, to select the most suitable sample for the research study. The respondents approached for the study were frontline workers, specifically sales officers and salespeople, performing their duties during the lockdown period. The researcher has utilized an e-questionnaire created on Google Forms to collect the data. From this, 239 valid responses were gathered and considered for analysis. Additionally, 20 extra responses were collected if necessary to replace incomplete questionnaires.

3.3 Data Analyze

Specifically, the researcher has implemented PLS smart (Partial Least Squares) to analyze the data collected from the respondents. Based on the study's objectives, the researcher has formulated three hypotheses and selected suitable formulas to analyze the data accordingly. To evaluate the information gathered from the respondents, the researcher specifically used PLS smart (Partial Least Squares). The researcher has developed three hypotheses and chosen appropriate formulae to evaluate the data in light of the study's objectives. Regression analysis, based on the (PLS) optimization approach, is employed in this study. To validate our study model, we used the partial least squares method. (Hair, 2011). Consider structural models using the multivariate Partial Least Squares (PLS) approach. It establishes the model's boundaries, which lower the residual variance of the final product of the entire model construct (Hair, 2011). It eliminates the need for parametric conditions to highlight the distribution of data statistically, which is recommended for small samples. To jointly examine the structure and measurement model, the leading and well-known Partial Least Squares (PLS) technique integrates and combines analysis of regression and conformance factor (CFA) (Hair, 2011). we utilized Smart-PLS version 3.0 for analysis in the current study.

3.4 Data Instrument

Data was collected through a questionnaire that followed the Likert scale. The study used the following instruments for data collection:

Table 1
Data Instrument

S. No	Variables Name	Item	Authors Name
1	Fear of Covid	8	Ahorsu et al. (2020)
2	psychological distress	6	Kessler et al. (2003)
3	Absenteeism	4	Newman, J. E. (1974)
4	Perceived organization support	7	Megan Paul (2009)

4. Data Analysis

Table 2
Reliability and Validity

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
ABS	0.808	0.830	0.873	0.634
FOC	0.890	0.898	0.914	0.606
PDStress	0.883	0.909	0.909	0.627
POS	0.872	0.895	0.936	0.653

The validation of the estimate model through the utilization of the Structural Equation Modeling (SEM) Least Squares (PLS) approach and the evaluation of the effectiveness of the suggested adjustments were the key goals of this research project. PLS is a reliable method that can estimate both the recurring and confirmatory variables at the same time. In order to validate the conventional predilection approach, a unidirectional test devised by Herman was carried out. In order to determine how well the model converges on the data, a statistic known as the Average Variance Extracted, or AVE, was utilized. The threshold for convergent reliability is 0.5 or above, and the AVE value of Fear of Covid (FOC) was found to be greater than 0.5, indicating a high impact and correlation between FOC and absenteeism (as indicated in Table 2). Additionally, discriminant validity was assessed, which measures the extent to which various constructs differ from one another. The Heterotrait-Monotrait Ratio (HTMT) was utilized to determine discriminant validity, and all variables had values less than 0.85, indicating a high level of uniqueness and distinction among all the constructs (as shown in Table 4).

To ensure high consistency in the model, composite reliability was used to determine the reliability and validity of the measurement models, and it was found to be greater than 0.7 for all variables in the table. This demonstrates that the model has a high level of consistency and accuracy. The SEM-PLS method was utilized throughout the research project,

which, as a whole, effectively verified the estimating model and proved the correctness of the alterations that were suggested. The convergent and discriminant validity of the model was examined with the help of AVE and HTMT, respectively. Additionally, the reliability and validity of the model were analyzed with the help of composite reliability.

Table 3
Cross Loadings

	ABS	FOC	STRESS
AB1	0.789	0.361	0.004
AB2	0.867	0.340	-0.100
AB3	0.827	0.356	-0.062
AB4	0.692	0.224	-0.011
FOC1	0.419	0.710	-0.018
FOC2	0.390	0.802	0.076
FOC3	0.368	0.863	0.115
FOC4	0.271	0.857	0.179
FOC5	0.199	0.718	0.292
FOC6	0.380	0.803	0.116
FOC7	0.117	0.673	0.365
PST1	-0.074	0.168	0.842
PST2	-0.151	0.157	0.866
PST3	0.054	0.193	0.757
PST4	0.012	0.142	0.835
PST5	0.000	0.121	0.722
PST6	-0.098	0.057	0.715
POS1	0.386	0.813	0.117
POS2	0.151	0.167	0.866
POS3	0.054	0.193	0.757
POS4	0.827	0.346	-0.062
POS5	0.054	0.193	0.757
POS6	0.271	0.857	0.179
POS7	0.753	0.234	0.098

Table 4
Heterotrait-Monotrait Ratio

	ABS	FOC	P.DSTRESS
ABS			
FOC	0.455		
P.DSTRESS	0.111	0.245	
POS			0.432

The findings show a substantial correlation between employee absenteeism and fear of Covid-19, Validating the proposed hypothesis. Both the beta coefficient and the p-values are significant. Because the p-value is higher than 0.05, which indicates that there is no evidence that is statistically significant to support the hypothesis, the alternative hypothesis, which states that fear of Covid-19 is a predictor of stress, is rejected. This is because the data that supports the alternative hypothesis is not statistically significant. In addition, the data seem to indicate that stress does not mediate between the fear of Covid-19 and absenteeism among employees. In conclusion, the findings imply that the fear of Covid-19 could play a role in the absenteeism experienced by the workforce. However, no evidence supports the assumption that employees who are afraid of Covid-19 are more stressed out than other colleagues. The data also reveal that stress does not play a role in the absenteeism of employees, which suggests that there may be other reasons why people are away from work. During the current epidemic, businesses must consider these results when formulating measures to combat absenteeism and improve the health of their workforce. The underlying variables that lead to absenteeism on the part of workers in the workplace might be the subject of additional study, which can be carried out.

Table 5
Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
FOC -> ABS	0.411	0.419	0.053	7.697	0.000
FOC ->PD STRESS	0.187	0.184	0.110	1.703	0.089
PDSTRESS - > ABS	-0.139	-0.149	0.084	1.641	0.101
FOC-> ABS-> POS	0.311	0.412	0.034	7.697	0.000

The previous study found that the level of absenteeism among workers was significantly impacted by the fear of Covid. The significant beta coefficient and p-values obtained lend credence to this result, confirming the hypothesis's validity. Furthermore, the study did not provide sufficient data to support the premise that workers' stress levels are significantly affected by their fear of Covid. The results showed that the hypothesis that a fear of Covid can produce stress was false, with p-values more than .05. The findings of the study came from an examination of the information provided by the participants. According to the data, 239 participants filled out every question in the survey. Since the study's focus was on investigating how frontline employees coped with the epidemic, the vast majority of respondents were salespeople. The null hypothesis was rejected when mean, standard deviation and variance calculations revealed a correlation between Covid-19 anxiety and employee absences.

The study's results showed that stress did not significantly affect employee absenteeism when acting as a mediator. These studies suggest that fear of Covid may contribute to employee absenteeism; however, it does not necessarily lead to increased levels of stress experienced by employees. The results also show that stress is not the main cause of absence; rather, a number of other factors can trigger absenteeism. The research shows that worries about Covid have impacted absenteeism but have not altered people's stress levels. It also implies that absenteeism is a complicated phenomenon that a number of different circumstances may cause, and that further research is necessary in order to fully understand the underlying reasons of absenteeism in the workplace. This was shown to be the case in the study that was conducted. The study shows that POS can affect the relationship between FOS and absenteeism. Its described as when an organization is ready to support its employees, employee wellness takes positive energy towards the organization and maximizes the negative consequences of the job (Islam et al., 2017).

5. Theoretical Implication

The Person-Environment Fit (P-E Fit) hypothesis is a psychological concept that contends that an individual's happiness and job satisfaction rely on how well their personal traits mesh with those of their workplace. According to the P-E Fit theory, having a good fit between a person and their workplace promotes greater job satisfaction, higher engagement, and lower stress levels. Through the prism of P-E Fit theory, supporting workers entails being aware of all employee's special traits and requirements and ensuring that these aspects are compatible with their workplace (Majid, 2018). Organizations may foster a positive and happy work environment that benefits workers and the business by actively considering and supporting the P-E Fit. It results in better employee well-being, productivity, lower turnover, and enhanced work satisfaction.

5.1 Practical Implication

Employees' perceptions of how much their company values their contributions, is concerned for their welfare, and promotes their overall growth (Burns, 2023). In trying times like the COVID-19 outbreak, POS is essential for improving employee attitudes, behavior, and performance. Frontline employees are more likely to be content with their jobs if they feel their employer strongly supports them. This upbeat outlook can result in more drive and dedication to their jobs, ensuring that individuals continue to work well even under trying conditions. Frontline employees are likelier to show devotion to the organization's aims and values if they feel appreciated and supported by their employer. Their dedication to their work may increase, even under trying circumstances, due to their commitment (Yaling Li, 2022). Frontline workers have experienced severe stress due to the COVID-19 epidemic because of the increased workload, health concerns, and emotional toll. Employee stress can be decreased and burnout prevented by a supportive workplace that identifies and deals

with these difficulties. Frontline employees are more likely to collaborate and operate as a team with a positive corporate culture. Employees are more inclined to cooperate efficiently and share resources and information when they feel appreciated by their employer, which improves the organization's performance and workforce.

6. Conclusion and Recommendation

The findings of the empirical study were gathered by an examination of the information obtained from the respondents. According to the findings of the investigation, a total of 239 respondents answered all of the questions in the questionnaire. Since the study aimed to investigate how frontline workers were affected by the epidemic, the vast majority of those who participated in the survey were salesmen. After doing the calculations necessary to determine the mean, standard deviation, and variance of the variables, the null hypothesis was shown to be false, suggesting that there is a connection between the fear of Covid-19 and employee absenteeism. However, the hypothesis that According to the results, the hypothesis that there is no connection between psychological distress and fear of Covid-19 was correct. It was decided to adopt the null hypothesis, which states that there is no connection between workers' satisfaction and their employers' support. The findings suggested that there is no mediation between fear of Covid-19 and employee absenteeism; the p-value was found to be bigger than the significant value of 0.05, which shows that the data support this conclusion. In addition, the p-value was found to be greater than the significant value of 0.05. On addition, the investigation revealed that there is no intervening influence on the connection between fear of Covid-19 and a state of psychological distress. As a result, the hypothesis about the mediating impact was disproved.

The content has not been plagiarized and has proper grammar and language usage. The study conducted by the researcher suggests that organizations should create contingency plans to prepare for any natural or human-made disasters. The COVID-19 pandemic has caused severe damage to some organizations, indicating that not all situations are controllable. Thus, it is crucial for organizations to prioritize their workforce as the most valuable asset, as indicated by existing literature. Research shows that individuals living in countries where the concept of monotheism is not prevalent are more susceptible to fear, which leads to stress and difficulty in coping. However, Muslims' belief in Allah is firm, making them less prone to stress and fear. The COVID-19 pandemic has caused employees to feel anxious about their health and the well-being of their families, leading to stress that can impact their mental health and, in turn, affect the organization's productivity (Majid, 2018). An organization's human resources are critical during challenging times such as lockdowns due to the pandemic. Therefore, it is vital to ensure that employees' mental health is stable to maintain productivity.

After conducting scientific research, the researcher has proposed primary recommendations to help organizations respond to catastrophic pandemics such as the coronavirus outbreak. Businesses need to prioritize the health and safety of their employees during times of crisis, particularly those employees working on the front lines. This is important not only for the company's development but also for the contentment and involvement of the employees in their job. Supporting workers through difficult times is a critical function of effective human resource management (HRM), which plays a significant role. For instance, organizations like Jubilee Insurance Company should consider organizing awareness seminars to help employees understand the situation and react appropriately. This can alleviate fear and uncertainty and help employees perform to their best abilities. The fear of COVID-19 can lead to employees being unable to demonstrate their full potential, which can directly hinder the company's progress. Employee well-being is an essential aspect of any organization, and HRM has a crucial responsibility to propose theories and strategies that satisfy employees' needs, boost motivation, and increase productivity.

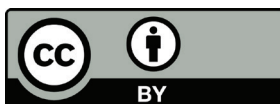
The state authorities need to contemplate the possibility of future pandemics and develop plans and policies to tackle them effectively. The state must ensure that public and private organizations operate under the state's laws and regulations. The state must oversee and ensure that organizations comply with regulations, especially during times of crisis like pandemics. Therefore, it is critical to make and revise policies and implement them effectively to mitigate the impact of future pandemics. In conclusion, the researcher's primary recommendations stress the importance of supporting employees during pandemics, effective HRM, and state authorities' duty to ensure compliance with regulations. By implementing these recommendations, organizations can strengthen their response to pandemics, and employees can feel secure and motivated to perform their duties, leading to increased productivity and progress for the organization.

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