



**AN INVESTIGATION OF THE JOB STRESS AND
MANAGEMENT OF EMOTIONALLY-BASED BEHAVIORS: A
FOCUS OF THE FRONTLINE WORKERS DURING THE
PANDEMIC**

**LUO JIANYU
6317195023**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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Thematic Certificate

To

LUO JIANYU

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of
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Advisor:.....*Chao Qiu*.....

(Associate Professor Dr. Qiu Chao)

Date:*15*.....*9*.....*2022*.....

.....*Jomphon*.....
(Associate Professor Dr. Jomphon Mongkhonvanit)
Acting Dean, Graduate School of Business Administration

Date.....*14*.....*3*.....*2023*.....

Siam University, Bangkok, Thailand

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By: LUO JIANYU

Degree: Master of Business Administration

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Advisor: *Chen Qm*
(Associate Professor Dr. Qiu Chao)
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Abstract

Pandemics have direct effects on frontline workers everywhere, including job stress. Job stress is inevitable when resources and capabilities are not aligned effectively in the work environment. Management should balance assistance and abilities by providing vital finances, equipment, and proper training for employees. It is just as crucial for managers to effectively recruit higher qualified workers who can accomplish the required tasks. Many frontline workers during the pandemic faced challenges of uncertainty, anxiety, and an almost unending workload, which are steadfast sources of job stress. These factors can lead to irrational and subjective decisions by any who experiences these negative emotions. This study adopted an exploratory research design and found that job stress directly leads to emotionally based behaviours.

Keywords: job stress, emotions, behaviour, frontline workers, pandemic

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Declaration

I, LI QINGYUN, hereby certify that the work embodied in this independent study entitled "An Investigation of Job Stress and Management of Emotionally Based Behaviors: A Focus of Frontline Workers During the Pandemic" is result of original research and has not been submitted for a higher degree to any other university or institution.

Luo Jian Yu

(LUO JIANYU)

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1. Introduction

1.1 Research background

At the beginning of 2020, the sudden outbreak of COVID-19 caused a great shock to the world economy. At the beginning of 2020, the global manufacturing PMI index ran below 50% for two consecutive months, hitting a new low. In addition to this, the pandemic has caused a sharp drop in global demand for trade in goods and services. In China, according to data released by the National Bureau of Statistics, the national economic indicator GDP fell by 6.8% year-on-year in the first quarter, and the manufacturing industry fell by about 10 percentage points year-on-year (Samma, Zhao, Rasool, Han, & Ali, 2020). Affected by the pandemic, the production difficulties of enterprises are prominent, and there are generally problems such as tight cash flow and low efficiency. In particular, county-level manufacturing enterprises that were barely able to maintain their operating conditions have been severely impacted by the pandemic, such as insufficient supply of raw materials, restricted production and logistics, and other reasons. Employees face unemployment risks, low salaries, and career development confusion. A series of huge work pressures.

Studies have shown that excessive work stress has extremely negative effects on both individual employees and business organizations. For individuals, enormous pressure will adversely affect the physical and psychological conditions of employees, and in severe cases, depression or suicide may occur; for enterprises, excessive pressure will make it difficult for employees to focus on work, low work efficiency, and easy It will lead to the loss of enterprise talents, the reduction of efficiency and the increase of management costs, which is not conducive to the efficient operation and development of enterprise organizations, and even affects the corporate brand image in severe cases (Gong, Chen & Wang, 2019).

Productivity in the workplace is important for every company to maintain its operations because it increases profit margins. Stress is a major challenge that HR departments should consider when formulating policies, as it can lead to reduced productivity, such as absenteeism. As explained by Rhaffor and Jamian, a mismatch between stress in the work environment and an employee's resources, needs, and abilities is associated with the employee making emotional and physical decisions or responses (Rhaffor & Jamian, 2020). Work stress can lead employees to make emotionally related decisions, making it impossible to make any objective decisions. Employees are implementers of strategy, which shows that their ability to work in a relaxed environment is important to the growth of the company (Esmaeili & Bamdad Soofi, 2021).

1.2 Research Problem

WA key aspect of lack of objectivity in emotion-based decisions or behaviors. According to Rhafor and Jamian, rational decision-making in a corporate or corporate environment provides opportunities for the growth of a company as resources and capabilities are effectively combined to achieve stated business goals. During a pandemic, frontline workers have a responsibility to provide essential services to everyone in need without discrimination. However, these employees may face the same challenges as their patients but have the least attention and appreciation for their input, leading to increased stress due to the lack of any effort to reduce stress levels (Kaslow, 2020). Second, job stress has been one of the main factors associated with frontline worker suicide during the pandemic, driven by increased obligations among employees. In this category of frontline workers, health workers, emergency response workers and other essential services and the provision of goods such as fresh produce to workers, their obligations have increased by 10%, especially as a result of the lockdown, (Heath, 2020) . The scope of the article's research was to investigate the extent to which job stress has contributed to emotional behavior among frontline workers during the pandemic.

1.3 Research Objective

In this study, the objectives are:

- a) To analyse the job stress that frontline workers face during pandemics. This will focus on providing better guidelines on how to reduce emotionally based behaviours.
- b) To comprehend how stress in a work environment can result in negative decisions and behaviours

1.4 Scope of the study

Workforce management can provide opportunities for effective service delivery regardless of the department. From motivation to better working conditions, providing employees with the competencies they need encourages them to be more productive and determined as they fulfill their obligations. Mental health of frontline workers has increased during the pandemic due to long working hours (Bender, 2021). The information from this study will provide key guidelines for future research on how companies can train their employees to address pandemic-related challenges. The ability to help employees manage stress can reduce the chance that emotion-based behaviors lead to objective decision-making in the work environment (Banerjee, 2021).

1.5 Research Significance

The article has theoretical significance. First, the research object of work stress in the context of COVID-19 was expanded. At present, the main concern at home and abroad is the psychological stress of medical staff and pandemic infected persons under COVID-19, and this article selects front-line employees of enterprises to conduct research. Second, the research object in the field of work stress is expanded. At present, most of the research on work stress is aimed at all employees of large and medium-sized urban enterprises, and this article takes the front-line employees of enterprises as the research object, which helps to increase the attention to the employees of front-line enterprises. Finally, related research on social work participation in COVID-19 prevention and control is enriched. At present, most scholars have carried out research on the involvement of social work in community epidemic prevention work, and this research focuses on the field of enterprises, which can provide a certain reference for front-line employees of enterprises to participate in public health emergencies.

Then there are practical implications. First of all, it will help to provide practical experience for the intervention methods for the work pressure of front-line employees in similar public health emergencies in the future, and effectively enrich the intervention methods for the work pressure of front-line employees in enterprises. Secondly, adopt a professional social work method to help front-line employees of the company fully understand their own stress status and characteristics in the context of the pandemic, improve their ability to withstand stress and resilience, and maintain job stability. Finally, help enterprises face up to the seriousness of the work pressure of frontline employees under the background of COVID-19, care about the physical and mental health of employees, maintain the stability of the enterprise, stimulate the enthusiasm of employees, get rid of the impact of the pandemic, and promote the development of the enterprise (Terason, 2018).

2. Literature Review

2.1 Related theories

2.1.1 Risk Society Theory

"Risk society" was first proposed by the German sociologist Ulrich Beck. He pointed out that risk is a product of modernization, and believes that risk is closely related to people's decision-making. Baker analyzed the risk dilemma faced by human society in detail, and divided the modernization process into two stages: "simple modernization" and "reflective modernization". Risks in the simple modernization stage People can use past social experience and technology to manage and respond to risks. In the stage of reflective

modernization, new risks brought about by technological progress and industrial development have exceeded the scope of people's security control system and technology and become difficult to prevent and control (Fonkeng, 2018).

Under the influence of Baker, British sociologist Anthony Giddens thoroughly studied the historical changes and modern meanings of risk from a historical perspective, thereby further promoting the development of risk social theory. In the understanding of risk, he holds the same point of view with Baker, and he further divides risk into two types: external risk and created risk. The risk created is the main risk that people worry about (Terason, 2016). Scott Rush, a British scholar, further enriched the theoretical system from the perspective of cultural society. He pointed out that groups in different cultural backgrounds deal with risks in different ways, and the more risk-awareness is concerned, the faster the risk society will come. In the above representative theoretical analysis of risk society, Baker and Giddens emphasized that risk is artificially uncertain and highly destructive. Both actively seek strategies to deal with risks, and believe in the technical rationality and institutional rationality in a risk society. The risk society theory provides a more unique perspective and starting point for us to understand and analyze the work stress of employees during the COVID-19 pandemic (Ding, Liu, Huang & Gu, 2019).

2.1.2 The theory of rational emotions

Rational Emotion Theory, also known as Rational Emotion Theory, is the primary method guiding the rational behavioral therapy model, founded by American psychologist Ellis in the 1950s. This theory believes that the emotions or behaviors produced by individuals do not come from the event itself, but from the incorrect cognition or misappraisal of the event by the individual who experienced the event (Liu, 2021). Humans are born with the ability to think rationally, and at the same time have the possibility to make irrational choices in certain situations. When people have a correct evaluation of events, they can form rational cognition and make correct behaviors. When people always maintain irrational cognition of events, they will eventually cause individual psychological imbalances. The theory of rational emotions believes that human emotions, cognition and behavior have interactive effects. Among them, cognition has the greatest impact on individuals. Irrational cognition will cause people to have unreasonable emotions. Transform the potential for irrational cognition, and thus transform emotions. It is precisely because of the unreasonable cognition of external environmental stimuli that many employees have adverse emotional reactions at work. Casework intervention using rational emotion theory can help employees transform their own irrational cognitions when COVID-19 occurs, so that employees can understand work stress more objectively, change their perception of stress, and learn how to reduce work stress (Wu, 2009). Hu & Zheng, 2020).

2.1.3 Social support theory

Social support refers to a system that can provide an individual with necessary emotional support, such as material assistance, emotional support, information support, etc. provided by an individual's family, relatives, friends, colleagues, etc. In addition, it also includes all kinds of support for individual self-esteem and participation in social activities

in the process of participating in social interaction. Domestic scholars have also further enriched the theory from their own research perspectives. Chen Chengwen believes that social support refers to a system that can provide free material or spiritual assistance to disadvantaged groups in society through certain means. He Zhaiping analyzes the dimensions of social network and believes that social network is a system that can provide individuals with material, emotion, information, materials and other supports, and rely on the system to solve daily affairs and maintain a normal life (Griep, Vantilborgh & Jones, 2020) . In short, the basis of social support is to respect individual needs as the basic premise, and on this basis provide various supportive forces to promote personal development. Social workers often tap clients' social support systems to improve their ability to cope with work stress. In the process of casework intervention, social workers, guided by social support theory, guide clients to explore their own potential strengths and advantageous resources independently, in order to relieve their work pressure and effectively solve problems.

2.2 Research on COVID-19

(1) Research on the impact of COVID-19 on individuals

Julio et al. believe that people's emotional responses may include extreme fear and uncertainty, and often fear and distorted risk perceptions can further lead to negative social behaviors. Mowbray suggested that fear of the unknown can trigger higher levels of anxiety, and that irrational public fears can lead to discrimination, stigma, and more. Jiang et al. suggest that prolonged home isolation increases the risk of loneliness and anxiety for people, and that individuals with mental illness are more likely to have worse symptoms due to increased stress and fear before and after an outbreak. In addition to a range of irrational emotions, being quarantined at home may increase family or financial stress and lead to poor mental health as the economic consequences of the pandemic worsen (Chadee, Ren & Tang, 2021). In addition, individuals may face unemployment, housing instability, and food insecurity, while increasing the responsibility for caring for children or the elderly. Many scholars have carried out research on medical and nursing groups.

The study by Doolittle et al found that during the virus epidemic, the frequency of uncontrollable stress and burnout among health care workers increased. A survey by Tan et al. of medical staff in two hospitals in Singapore showed that 14.5% of the medical staff had significant anxiety levels, 8.9% had depression, and 7.7% had post-traumatic stress disorder. The investigation by Matthew et al found that frontline quarantined healthcare workers feel guilty about leaving the frontline understaffed and have role conflicts between work and family. In addition to healthcare workers, a survey in China by Rasool et al. showed that during the outbreak of the pandemic, the general public and non-front-line nurses had higher surrogate trauma scores than front-line nurses, and believed that the public lacked psychological capacity for public health issues. Tang et al. focused on the family members of patients who were directly infected by the virus, arguing that they would feel pain, fear or anxiety because their loved ones were hospitalized, especially when their relatives were restricted from visiting during the infection (Rasool, Wang, Tang, Saeed & Iqbal, 2021).

Combined with the above scholars' research on the impact of COVID-19 on the public, it is found that scholars mainly discuss the impact of the pandemic on the public from the perspectives of physiology, psychology, and behavior. At the same time, in the research on specific groups, the research on medical and nursing groups accounts for the majority . Although there are certain external environmental factors, people's reactions to the pandemic are convergent.

(2) Research on factors influencing individual response to COVID-19

The factors that cause individuals to be affected by COVID-19 are diverse. For people with mental health problems, the impact will be even greater. Female gender, lower socioeconomic status, interpersonal conflict, frequent use of social media, and less social support also increased their impact. Brooks et al argue that the lack of adequate information and clear guidance can be a stressor for those in isolation. Smith et al suggest that those who have experienced trauma or violence in romantic and family relationships may be more vulnerable to the effects of the pandemic. Julio et al believe that those who used their mobile phones to communicate with the outside world and used social media platforms to make critical updates during quarantine were exposed to more conflicting information and stress. A study by Cheng Jiaguo et al. shows that gender, age, marital status, education level, occupation and place of residence are the main factors that affect people's emotions. According to the survey, Fan Peng and others pointed out that people of different ages have different coping styles, and young people are more inclined to adopt negative coping styles than the elderly. In addition, government effectiveness and expert opinion are also important factors affecting people's mood. Stable countries are better equipped to respond to emergencies, and people have more confidence in defeating a pandemic. In general, scholars have analyzed the factors that affect public emotional response from the micro and macro levels. The micro-level refers to the individual' s own situation differences and external factors such as age and occupation, and the macro-level refers to the government' s coping ability, the country' s stable state and other factors (Yang, Qin & Moulaert, 2021).

(3) Research on COVID-19 emergency interventions

Many scholars have conducted research on emergency intervention measures during COVID-19. Matthew et al identified candid communication, encouraging individual employees to be their own leaders, and humanistic care as three key elements of an organization's intervention. Zhang et al. pointed out that Chinese universities have made significant contributions in emergency risk management and pandemic prevention and control, such as using alumni resources to establish material support channels, medical rescue and emergency management, mental health maintenance, employee mobility control, and online Educational model innovation has played a positive role. Smith believes that implementing innovative mental health care models in businesses so that individuals in need can access professional treatment, telemedicine models, expanded supplies, increased mental health training, and corporate support can help ensure frontline jobs during the pandemic The mental health needs of personnel are met.

2.3 The concept of frontline workers

In academia, there is still no precise definition of front-line employees, and they are usually defined as performers of grass-roots tasks. However, due to the different types of industries, front-line employees have specific targets. For example, in production units, front-line employees are employees who directly perform production tasks; in the service industry, front-line employees are referred to as service personnel who directly face customers; in research and development Departments and front-line employees refer to all members involved in R&D tasks. The definition of front-line employees cannot be generalized. In a word, front-line employees are the direct creators of corporate value, and they are also the owners of the brand. Therefore, front-line employees are the core resources of an enterprise and the key to its development (Yao, Zhang, Liu, Zhang & Luo, 2019).

2.4 Working pressure

Since the 20th century, Western scholars have begun to pay attention to work pressure and related research, and have achieved fruitful research results so far. In general, the definition of work stress can be classified into the following three categories. Stress response theory states that stress is a response to noxious stimuli and adverse situations. For example, when Holmes and Rahe first analyzed the impact of life events on individual psychological responses, they pointed out that stress is an external stimulus environment that can stimulate individual neural responses. Selye further outlines this and believes that work stress is a series of physiological and psychological reactions that individuals respond to adverse external factors. Personal experience cannot meet the requirements of the environment in real life, resulting in a sense of physical or psychological imbalance. Stress Stimulus Theory believes that stress comes from stressful events and environmental stimuli. Lazarus and Folkman define work stress as "a special relationship between the individual and the environment, where the individual feels exhausted or feels beyond his or her psychological capacity and jeopardizes his own health". The viewpoint of cognitive interaction theory holds that stress is an individual's perception of the environment, and the response to stress is a process of dynamic cognitive assessment. Beehr and Newm argue that work stress is caused by the interaction between job characteristics and individual characteristics, which alter the normal physical or psychological functioning of an individual (Ayça, 2019).

The concept of work stress in this article is mainly based on the point of view of interaction, which believes that work stress is the product of the interaction between objective work stressors and individuals with various personality characteristics, including role pressure, interpersonal pressure, work intensity pressure, There are six dimensions of organizational management and atmosphere pressure, work-family conflict pressure, and career development pressure.

(1) Research on the work stress of enterprise employees

Many scholars at home and abroad have done in-depth research on employee stress, and the research mainly focuses on three aspects: organizational factors, personal factors and environmental factors. In terms of organizational factors, Summers et al. found that organizational policies and procedures, such as organizational structure characteristics, training intensity and job performance feedback, are important sources of work stress. Slyke argues that work systems stress employees, but a more important factor is job stress caused by the characteristics of work tasks, such as task conflict. Focusing on staffing in the enterprise, Robert pointed out that high employee turnover can further exacerbate stress. Tepper analyzes from the level of organizational leadership and believes that abusive management is closely related to employees' work stress. Research by Yi Lingfeng et al. found that interpersonal relationships, salary, work and development are the main factors that cause stress. Chen Guohai believes that heavy tasks, lack of opportunities for promotion, and lack of democracy in organizational decision-making will cause psychological pressure to employees to a certain extent. In addition, Yang Jixiang also pointed out that business competition within the enterprise is also a source of pressure. In terms of personal factors, Karasek cites lack of work autonomy as a potential cause of employee work stress, and believes that it will further lead to job burnout and aggravate employee stress to a certain extent. The survey data of Lin Li et al. on the stress of employees in 30 small and medium-sized enterprises shows that low self-esteem, economic problems, physical and mental problems and learning pressure are the main sources of stress for employees. The research of He Guoguo et al. focused on the individual family level, showing that the inferior characteristics of work-family conflict and family harmony have caused the psychological pressure of employees to a certain extent.

In addition, Lin Qinrong believes that individual characteristics and growth experience, physical defects, self-goals and expectations, economic status in the family, etc. are all factors that cause employee stress, and various factors often interact with each other. The external environment is also important. Studies by Takehiko et al have found that night shift work is particularly stressful and may even damage the body's immune system. Paul also pointed out that prolonged concentration (such as long-distance truck driver) and boring and repetitive work may increase the psychological stress of employees, in addition to low work value, low utilization of skills, lack of learning opportunities and atmosphere, conflicting Demands and lack of resources may also be significant factors causing occupational stress. The research results of He Guo et al. show that the inferior characteristics of the physical hardware environment will cause the psychological pressure of employees to a certain extent. Yang Jixiang believes that the social environment, values, etc. will bring people's psychological imbalance, and changes in the macro political and economic environment will also bring psychological pressure to employees to a certain extent (Chen, 2019). To sum up, previous studies have been relatively mature, and have identified multi-level factors that cause employee stress, and some of these stress factors may interact to produce adverse effects.

(2) Research on the work stress response of corporate employees

Numerous studies have shown that employees' responses to work stress are multidimensional, mainly at the individual and organizational levels. The effects of stress on individuals are complex. Work stress will not only make employees have adverse reactions in physical and psychological aspects, but also narrow their cognitive breadth and reduce their self-efficacy. Research by Rodell and Judge also confirms that job stress can lead to low self-efficacy such as low self-esteem and withdrawal. Lazarus and Folkman's research further pointed out that when employees have work stress, it will affect their self-confidence, which further affects the development of their self-efficacy. In addition to this, Tepper suggested that employees may experience family resentment and aggressive behavior as a result of work stress. Zhang Kuo et al. found that when employees cannot properly handle stress, their energy will be continuously consumed, resulting in a series of negative emotions, and there may be adverse symptoms such as insomnia, and their behaviors may be manifested as hearing loss, interpersonal alienation, and negative communication. Zhang Yan's research shows that work stress can lead to sabotage and bad behavior in employees. Lin Qinrong believes that individuals will suffer from psychological maladaptation, physical disorders and job burnout. While the impact of stress on an individual can be large, the impact on an organization can be just as large. The research results of Liu Dege et al. found that work stress can affect employees' work engagement and satisfaction. Meier and Spector further suggested that employees experience changes in behavior while on the job, which also affects productivity. In addition, Shiyu believes that employees will deliberately make job burnout behaviors, including deliberately reducing workload, being late, absent from work, or changing jobs, and it will also be reflected in interpersonal relationships, which will have adverse effects on the company. Hendrix noted that stress can also lead to issues such as strained industrial relations, high accident rates, low employee morale and hostility in the workplace. Lin Qinrong focuses on the production cost of enterprises, and believes that pressure will cause production losses and increase costs. Paul believes that some employees with low psychological quality may show laziness and resistance at work, and their behaviors often show intentional violations and negligence. Previous discussions have revealed that stress can cause many problems for individuals and organizations. The impact on the individual can be physical, psychological or behavioral, while the impact on the organization can be a decrease in productivity, an increase in costs, an increase in accident rates, etc., so it is crucial to take steps to address employee stress issues (Berraies, Lajil & Chtioui) , 2020).

(3) Research on work stress intervention of enterprise employees

There are many domestic and foreign researches on the work stress intervention of enterprise employees, and there are a lot of research results. The research is mainly carried out from the individual and organizational levels. When it comes to targeting employees, Murphy believes meditation, cognitive behavioral training, and relaxation training are all effective treatments. In addition, psychological relief can also be used as an intervention to coordinate the adverse effects of work stress on employees, but relatively speaking, the moderating effect of external environmental stimuli has been ignored. Luthans pointed out that employees' work stress intervention can be carried out from four aspects: expectation,

optimism, self-efficacy and resilience. Bao Xiyan and others used the group therapy model to intervene with bank employees, and finally came to the conclusion that this method can effectively relieve the work pressure of employees. On this basis, Wang Yunge et al. also added the method of individual psychological counseling services to conduct stress intervention for employees of a Sino-Japanese joint venture car company in Guangzhou. The results showed that the stress response performance of the experimental group was significantly reduced after the intervention. There are also numerous studies focusing on employee stress interventions at the organizational level. Robert proposed that the management of the enterprise should provide employees with clear job responsibilities and do a good job of division of labor. At the same time, adopting appropriate recruitment forms and training is an effective management method to reduce employee stress. Yang Jixiang believes that normalized mental health education, stress management system and organizational humanistic care are effective ways to relieve employees' work pressure. He Guo et al. pointed out that enterprises need to provide employees with job design and work arrangements that conform to the characteristics of modern industrial groups, and at the same time, they should also attach importance to assisting employees in dealing with the relationship between work and family and reducing conflicts. Chen Guohai believes that organizations can manage employees' stress by adopting management by objectives, improving working conditions, adopting employee assistance programs (EAP), and carrying out recreational and sports activities. Luo Hongwei suggested that companies can also use functional feedback therapy. In addition, Lin Li et al. proposed that helping employees maintain a warm and happy family atmosphere, maintain a healthy lifestyle, and improve employees' career space are intervention measures that companies can take (Wu, Wu, Li & Dan, 2018). Through the literature review, it can be found that there are various methods of stress management intervention in the academic circle, mainly involving management and psychology disciplines. action.

2.5 Emotional behavior

In the activities of people's psychological behavior, emotional activities occupy an important position. When a person is in a state of stress and stress, negative emotions will be produced, and the individual will be in a state of tension. If such negative emotions continue to be uncontrolled and regulated, it may cause various organs of the body. functional disorder, which leads to physical illness. Many mentally ill patients have been trapped in low emotions and tense mental states for a long time, and their inner pains are unbearable. The reason is that the negative emotions have been accumulated for a long time and cannot be vented. From this perspective, whether a person is mentally healthy or not depends largely on whether the person is emotionally healthy. The applied research on emotion at home and abroad mainly focuses on its influencing factors and the relationship between emotion and physical and mental health. In terms of the influencing factors of emotion, there are mainly demographic factors, culture, gender, age, place of birth, personality, stress, social support and so on. In terms of the relationship between emotion and mental health, it mainly focuses on emotion and immune system, psychological

resilience, psychological quality, academic achievement, creativity, fatigue, Internet addiction, life satisfaction, etc. (Wu, Wu, Li & Dan, 2018).

Hochschild, the pioneer of emotional behavior research, took airline flight attendants as an example to describe the adjustment process of employees' emotional expression and inner feelings. (Hochschild, 1983). After Hochschild put forward this study, more and more scholars began to pay attention to emotional behavior, carried out a series of related research, and redefine emotional behavior based on different perspectives. Among them, Ashforth and Humphrey (1993) proposed that emotional behavior refers to the individual's appropriate emotional activities at work. Compared with Hochschild, Ashfort and Humphrey (1993) pay more attention to individual behavior rather than the emotion behind the behavior. Morris and Feldman (1996) stated that emotional behavior refers to the behavior that employees suppress or control their own negative emotions and show behaviors that meet the requirements of the organization in the entire interpersonal communication activities. Consistent with the views of Ashforth and Humphrey, Morris and Feldman also pay attention to the presentation of emotions, but the difference is that the latter pays more attention to the interactive expression of emotions of both parties, and believes that emotional behavior is a two-way process of mutual communication between the two parties. Grandey (2000) proceeded from the connotation of emotional behavior and proposed that although many scholars have defined different concepts of emotional behavior, the essence is the process of employees actively adjusting their non-compliant emotions in order to conform to the rules of the organization. He shows that there are usually two ways of presenting emotional behaviors, one is internal emotional feeling, which is mainly displayed through deep performance; the other is external behavioral performance, which is mainly displayed through surface performance. Although the concept of emotional behavior proposed by many scholars is slightly different, its essence is the same.

2.5.1 Characteristics of emotions

Based on the research of the above scholars, we can summarize three characteristics of emotional behavior:

(1) It is necessary to establish contact with the public face-to-face or voice negotiation, which means that emotional behaviors mostly appear in front-line employees who have direct contact with customers. Although there are some studies that extend emotional behavior to internal organizational environments such as leaders, employees, and team members, most research on emotional behavior still focuses on front-line service employees who directly interact with customers.

(2) Require employees to generate a specific emotional state in the heart of the client. Service organizations require employees to manage their own emotional behaviors at work. The core purpose is to bring better service experience to customers. Among them, allowing customers to experience positive emotions during the service process is the goal pursued by many companies. In fact, many studies have shown that customers' emotional state experience in service affects their evaluation of service quality. Therefore, only when employees affect the emotional state of customers through emotional display in service interaction, their emotional behavior is effective. Although in the vast majority of cases, the

purpose of employee emotional behavior is to generate positive emotional state for the customer, there are also some special service positions for the purpose of generating negative emotion for customers. For example, police and bill collectors need to create negative emotions such as fear in the interacting objects. That is to say, whether employees should show positive emotions to service objects, and then trigger their subsequent positive behaviors or show negative emotions, play a role in intimidating or even threatening the service recipients, mainly depends on the actual service situation.

(3) Organizations can control and intervene to a certain extent on employees' emotional activities. In view of the importance of the emotional display of front-line employees to customer service experience and evaluation, almost all service companies are explicitly or implicitly putting forward requirements on the emotions displayed by employees at work in front-line employee positions. The most direct intervention in emotional activity. In recent years, many studies have explored more ways and means for companies to intervene or control employees' emotional behavior, such as organizational culture, service atmosphere, leadership style, etc. (Lee, 2021).

2.5.2 Influencing factors of emotion

Internal and external research has found that different cultural backgrounds can affect people's emotional experience and emotional expression. Qiao Jianzhong (2002) found in the study that in the United States, where individual culture is prevalent, people tend to experience and express emotions in an antagonistic way; while in China, which advocates collective culture, people tend to experience and express emotions in a dialectical way. . Gender and age are another factor that affects emotional experience and expression. Lutz (1996) research believes that women are more emotional than men, and women are more likely to express emotions in extreme ways than men. At the same time, women have more emotional knowledge and sharper emotional regulation skills than men. Abby & Fredda (2008) found that the emotional complexity of the elderly is higher than that of the young, so the level of emotional health is higher. Zhang Xin et al. (2017) research on medical students showed that gender and student origin can affect emotions. Compared with female students, boys experience stronger positive emotions, while rural students experience more positive emotions than urban students. more intense. In addition, differences in personality will also affect individuals' different emotional experiences. Tian Xueying (2012) conducted a study of 1076 high school students and found that extroverted individuals can experience more positive emotions than introverted individuals. (2016) believed that physical exercise can simultaneously improve positive emotions and reduce negative emotions, and individuals' positive emotions will be stronger after exercise (Parfitt & Hughes, 2009). Shi Guangyuan et al. (2013) conducted a study on 726 college students and found that stress increases the negative emotions of individuals and weakens the positive emotions of individuals. Maintaining appropriate levels of positive and negative emotions is helpful for coping and adapting to stress, and at the same time improving individual's psychological resilience may enhance positive emotions and alleviate negative emotions in stressful situations. In addition, as an important personal resource, social support also affects emotions,

and maintaining a good emotional state can promote the development of an individual's physical and mental health (Chen Qiongni et al., 2016).

2.5.3 Relationship between emotion and mental health

In the research on the relationship between emotion and mental health, Yang Duoduo and Su Meihua (2008) showed that positive and negative emotions can cause different changes in neuroendocrine and immune functions, and positive emotions can significantly eliminate negative emotions. For example, Ying Xiang et al. (2010) conducted a study on college freshmen and found that individuals with high psychological resilience have more positive emotions. Zhang Juan et al. (2002) conducted a study on the psychological quality and emotions of 1736 middle school students and found that the psychological quality of middle school students was significantly positively correlated with positive emotions, and significantly negatively correlated with negative emotions. Research by Gumora (2002) shows that students who experience less negative emotions generally have higher academic performance than students who experience more negative emotions. (2002) studied the influence of emotional state on students' creativity through teaching field experiments, and the results showed that students in a happy emotional state had significantly higher levels of thinking fluency and flexibility than students in a sad emotional state. The research of Wang Liping (2018) shows that positive emotions significantly affect individual creativity, while negative emotions have no significant effect on creativity. Wei Ling et al. (2012) found through investigation that the fatigue status of medical students was significantly correlated with positive emotions, general self-efficacy, and negative emotions; positive emotions, negative emotions, and general self-efficacy were all significantly correlated. Fatigue state can be predicted. Zhang Wenlong (2008) conducted a survey on 496 vocational students, and showed that boys tend to be more prone to Internet addiction than girls, and that Internet addiction is significantly positively correlated with negative emotions, but has no significant correlation with positive emotions. The research of Chen Haiyan et al. (2018) showed that positive emotions and negative emotions can effectively predict the life satisfaction of soldiers. Peter et al. (2008) conducted a survey of 8557 patients from 46 countries and found that individual life satisfaction is closely related to experiencing more positive emotions and less negative emotions. To sum up, the research on emotion mainly focuses on the influencing factors of emotion and the relationship between emotion and mental health. There are many research groups on emotions at home and abroad, but there is very little research on front-line personnel. Especially in the context of the pandemic, front-line employees are facing great pressure as the basic link of national pandemic prevention and control. Research is necessary.

3. Finding And Conclusion

3.1 Finding

The work environment helps employees perform their duties with ease, so management must consider every strategy they implement to achieve their intended business goals. In the current business environment, the pandemic has increased the workload of employees, with increased opportunities for stress due to long working hours. Llorente et al. (2021) show that motivated employees can work diligently, which increases the chances of workplace productivity regardless of economic conditions. However, Labrague (2021) points out that productivity requires companies to adjust resources and capabilities, an important step towards reducing stress levels for all employees, and thus lessening emotional behaviors and decision-making. Esmaeili & Bamdad Soofi (2021) stated that in order to ensure that employees in the workplace are effectively protected, an occupational safety and health management system (OSH-MS) should be integrated in the workplace as it is a key practice when it comes to protecting employees from psychological The impact of social risk (eg, psychiatric conditions). Management plays an important role in identifying risks to employees in the workplace, which can be effectively done through risk assessment and workplace hazard identification.

The lack of proactive strategies designed to protect employees in the workplace hinders employees from making rational decisions due to job stress. In addition, productivity can be significantly impacted due to aspects such as absenteeism, thus resulting in increased workload for remaining employees (Lorente et al., 2021).

Frontline workers have a legitimate fear at work, and that is the fear of being infected by the novel coronavirus. This fear leads them to lack the necessary courage to make rational decisions about how to deal with the problems faced by patients. The working environment for employees, especially those considered front-line workers, has been altered during the pandemic due to concerns about infection and increased workloads (Heath et al., 2020). The novel Covid-19 has created tension and anxiety for frontline workers, especially in the health sector, but uncertainty has exacerbated the situation due to a lack of personal protective equipment. An effective human resource management system can help address employee anxiety so that they can perform their duties diligently. According to Raudenská et al. (2020), the pandemic has created significant challenges for the family unit, as lockdowns have resulted in more people showing up, including children and elderly people in households requiring care.

When employees face these challenges, the likelihood of making objective decisions is minimized due to the high workload. There is no opportunity for any employee to escape family responsibilities, suggesting that if aspects of fatigue and absenteeism are to be avoided, they depend on how management adapts their schedules with great flexibility (Rosen et al., 2020). Covid-19 is forcing businesses to redesign their operations and practices to stay afloat, especially when it comes to how they handle employees.

With the effective control of COVID-19 in China, the economy has gradually recovered, but the prevention and control of the epidemic has not stopped, but has shifted to normalization. Enterprises undertake major political tasks and social responsibilities to support the real economy and facilitate the resumption of work and production. In the early stage of the epidemic, front-line employees of the company, as one of the "retroversaries", adhered to their posts and served the society under strict compliance with the requirements of epidemic prevention and control. Under the influence of the normalization of COVID-19 and the economic recovery, enterprises have put forward very high requirements for front-line employees in all aspects. In the environment of the overall economic downturn, the business indicators of front-line employees of enterprises have not decreased. Due to the impact of the epidemic, the requirements for online business processing have continued to increase, and enterprises are also facing pressure to accelerate digital transformation. Front-line employees are usually in public places, and there is a large flow of personnel. Front-line employees also need to take on high-level epidemic prevention and control. They are under pressure from all sides, resulting in an increasingly tense working atmosphere and increasing negative emotions among employees. Therefore, it is imperative to pay attention to the mental health of front-line employees of the company.

The management of job stress and emotional behavior among frontline workers during the pandemic is a research topic that sheds light on some of the challenges management faces when dealing with an uncertain work environment. The novel Covid-19 has forced management in different divisions to retool their operations to accommodate working from home and create new schedules to help employees carry out their duties (Cheetal.2020). However, as incomes fell, the restructuring caused employees to lose their jobs. Mental health, anxiety and depression are some of the factors employees face as they work during the pandemic and lockdown. Minimal interaction means people engage in social activities that cannot be used as a source of leisure and relaxation; therefore, company management needs to adopt new practices to accommodate employees, especially frontline workers in the health, goods and service delivery sectors (Labrague, 2021) . This is in line with Heath et al., who said the pandemic has changed the work environment for employees, especially those considered frontline workers, due to concerns about infection and increased workloads.

Work stress is directly related to emotional behavior, a hypothesis that has been confirmed in research, as employees in any work environment are challenged with anxiety, especially with regard to resources, competencies, and safety. Work stress causes employees to make subjective decisions because they cannot effectively ask about circumstances and factors before making any decisions. Furthermore, the workload limits objectivity, as different responsibilities should be undertaken according to the schedule. Poor subjective and irrational decision-making by employees is related to job stress. In the current health environment, challenges related to the Covid-19 pandemic, large numbers of health workers and other essential services depend on large numbers of health workers and other essential services to save lives.

However, a lack of adequate resources and an increased reliance on frontline workers who may be required to work long hours can lead to job stress, leading them to make

emotional decisions that can negatively impact patients' and their own lives. This demonstrates the importance of workplace stress management as it limits emotion-based behavior among employees regardless of industry. Understanding how job stress contributes to the emotional behavior of frontline workers during the pandemic provides critical knowledge about how companies in the public and private sectors can minimize emotional behavior in the workplace due to its impact on performance. Providing work-life balance provides workers with the opportunity to perform their duties with minimal stress, as they have enough time to rest and think about how best to serve.

3.2 Conclusion

Covid-19 has exposed frontline workers to a new work environment with little interaction with each other and significantly reduced leisure activities. Findings from this study suggest that the prevalence of depression, anxiety and stress among frontline healthcare workers is unusually high during the pandemic. Therefore, healthcare authorities and relevant policy makers around the world should carefully develop and implement measures to minimize the wide range of illnesses affecting hospital staff to meet the health needs of all people with novel coronavirus. This research shows that improving employee productivity is important. Notably, it is important to look at long working hours to meet the needs of all those in need, especially in the health sector, which is causing more stress for workers due to fear of infection. This view shows that the Covid-19 pandemic has created significant challenges for families, as lockdowns have resulted in more people showing up, including children and elderly people in households requiring care. Other front-line workers, such as delivery drivers, have to work long hours, limiting their time off and leading to a lack of objectivity in decision-making.

Based on the above conclusions and the substantial insights from this study, this section proposes and makes some recommendations. Notably, healthcare management is obligated to develop and implement policies and strategies that are consistent with stress management if it is to mitigate employee emotional behavior. According to Raudenská et al., a major strategy is the integration of occupational safety and health management systems (OSH-MS) into operational and workplace systems(2020). This integration will help to understand the needs and expectations of employees and be proactive even when dealing with employee-related issues (Esmaeili & Bamdad Soofi, 2021). More notably, all forms of treatment and prevention must be ensured to protect the health of these workers; vaccines and improved physical equipment will boost the confidence of most workers, which will reduce worry, worry, and stress.

4. Recommendation

4.1 Countermeasures and suggestions at the individual level of employees

4.2.1 Strengthen the psychological construction of employees

Under COVID-19, in order to relieve the work pressure of employees, psychological counseling services can be provided for employees by combining online and offline interactions. For example, enterprises can carry out online popularization of epidemic prevention knowledge and decompression skills, teach employees effective ways to self-regulate stress, and help employees maintain a good emotional and mental state. Secondly, front-line staff can also use the professional method of group work to carry out employee stress reduction support groups to help employees cope with difficulties and setbacks. At the same time, it is more important to ensure positive guidance for employees, provide employees with accurate information in a timely manner, so that employees can correctly understand the impact of the COVID-19 on the enterprise, and avoid unnecessary panic. In addition, it can provide employees with some psychological assessment and counseling tools, manuals, micro-courses, lectures, etc., to help employees relieve negative emotions and psychological pressure, and build a mental health and epidemic prevention wall for enterprise employees. For individual employees whose psychological and work performance is significantly affected, front-line staff can provide case services and provide them with timely and positive psychological assistance to improve their psychological resilience and avoid indirect psychological trauma.

4.2.2 Provide psychological counseling services during special periods

In the context of the normalization of COVID-19, front-line employees generally report that their psychological pressure is increasing, and their anxiety and hostility have increased significantly. They hope that enterprises can provide professional and systematic psychological counseling services to solve psychological problems. To this end, this study makes the following recommendations:

1. Open a psychological counseling hotline for employees and their families. Opening a hotline not only allows employees and their families to call the hotline to talk about problems when they encounter problems, but also make regular and proactive phone calls to front-line employees and their families when necessary, so that they can feel the care and support of the organization, to work better.

2. In the context of the normalization of COVID-19, professionals such as psychological consultants can be invited to stay on site regularly to solve practical problems one-on-one. They can also hold mental health lectures and provide consultation for front-line employees to stimulate their enthusiasm for work and work. enthusiasm.

3. Set up a team of part-time volunteers. In the context of the normalization of COVID-19, volunteers need to actively help front-line employees to solve psychological

problems such as anxiety and panic, and integrate knowledge and skills such as emotional stress management, communication skills, team building, and emotional intelligence training into In training programs for managers at all levels.

4.2.3 Improve the leadership ability of managers and the self-cognition ability of front-line employees

Faced with the complex and changeable external environment, enterprise managers need to improve their own management capabilities, enhance teamwork capabilities, overcome more work and complex processes brought to front-line employees under the normalization of COVID-19, and alleviate employee hostility and fear. . At the same time, managers need to guide front-line employees to positively recognize their negative emotions and help them improve their mental health.

1. According to the family situation of the employees, the management can launch some parent-child activities in a timely manner to make up for the regret that the employees need to work during the pandemic and cannot accompany the children well, so that the employees and their families can fully and feel the care and concern of the leaders.

2. On a regular basis, the management leaders take turns to receive visiting employees from the grassroots level, conduct face-to-face exchanges and heart-to-heart talks with the grassroots employees, and listen to the opinions and suggestions of the employees. Create a harmonious and faster working atmosphere and form teamwork.

3. Actively implement the annual leave system and the marriage, family visit, maternity leave, breastfeeding leave, paternity leave and other systems. Leaders should play a leading role. It is strictly forbidden to disapprove employees' leave applications or deduct the number of employees' leave days to ensure that employees enjoy the right to leave according to law. .

4. Managers should help employees to improve their self-management ability, which is to increase the training of grass-roots employees, strengthen business ability training, temporary training, broaden promotion channels, increase the frequency of promotion every year, etc., to improve the self-confidence of grass-roots employees, and more. Carry out exchanges, encourage them to broaden their horizons, and continuously provide employees with their own comprehensive qualities to better adapt to the complex and changing internal and external environments.

5. The management should support the grass-roots institutions to purchase sufficient pandemic prevention and control materials, and provide effective material support for front-line employees to do their personal and customer pandemic prevention and control work. In the context of the normalization of COVID-19, the somatic factors of front-line employees of enterprises are outstanding, such as headache, backache, stomach discomfort and muscle soreness. This article puts forward relevant suggestions from the perspective of working environment.

1. From the perspective of human comfort, in terms of air, noise, light, temperature, cleanliness, greening, decoration, etc., provide employees with a pleasing, pleasing and comfortable working environment, and improve employees' sense of security and comfort.

For example, increase the coverage of green plants, equip employees with large-screen computers and comfortable office chairs, and play soothing and beautiful background music.

2. Improve the leisure facilities for employees, set up reading rooms, audio-visual rooms, massage rooms, toy rooms, refreshments, etc., so that employees can get free services to relax their minds and bodies in their spare time outside of work.

3. According to the characteristics of closed working environment, long working hours, and heavy tasks for some front-line employees of the company, establish "small decompression workshops" and "small activity places", equipped with dumbbells, skipping ropes and other recommended fitness equipment, so that employees can relax in their spare time Exercise, relax and relieve stress.

4. Build canteens for employees of grassroots institutions to create a clean, hygienic and warm dining environment; for grassroots institutions that do not have canteen conditions, it is necessary to effectively solve the problem of employees' dining, and ensure that employees have a balanced meal.

4.2.4 Improve the performance distribution mechanism and strengthen incentives and commendations

According to the interview research of front-line employees of enterprises, performance pressure indicators, peer competition, and small promotion space are the most prominent problems at present. This research puts forward the following four suggestions:

1. Strengthen performance management. According to the level and position category, insist that the income is inclined to the value creator, and the performance appraisal and distribution are inclined to the grass-roots institutions and front-line business positions.

2. The management should fully consider the salary level of the enterprise and the gap between the system and the industry, and do a good job in market benchmarking, so that the salary level of each grass-roots organization matches its position in the industry market. For grass-roots employees and managers with outstanding performance and outstanding organizational skills, to ensure that its salary level has strong market competitiveness.

3. Under the background of the normalization of COVID-19, the grass-roots employees who have performed well in pandemic prevention and control can be commended and made public within the organization, so that they can feel the care of the organization; employees who have made outstanding contributions to epidemic prevention and control can be awarded. Appropriate reward.

4. Do sufficient research and research before the assignment of task indicators, give full play to the advantageous resources of each employee, rather than simply arrange before the assignment of tasks. Employees who are unable to complete the task can be assigned more work that can be completed.

4.3 Countermeasures and suggestions at the enterprise organization level

4.3.1 Optimize organizational management and flexible work arrangements

At the organizational level, front-line employees of enterprises can act as managers and coordinators, and actively help enterprises to resume work and production. For example, comprehensively assist companies to review their organizational management mechanisms, employment models, etc., comprehensively assess the impact of the pandemic on companies, coordinate their operating systems, and innovate working mechanisms. Secondly, it should assist enterprises to formulate various work arrangements and emergency plans after resumption of work, be responsible for the collection and review of various materials for resumption of work and production, and assist in regulating the storage of various prevention and control materials to prevent potential safety hazards after resumption of work. Thirdly, the front-line employees of the enterprise can design a win-win training system that supports employee growth and enterprise development from the perspective of the interests of both the organization and the employees, and cultivate and maintain the enthusiasm of the employees. In addition, the problems exposed by telecommuting in the context of the pandemic have prompted organizations to adopt a flexible and flexible work management approach. Front-line employees can suggest that organizations formulate reasonable work goals and arrangements based on differences in positions and employees, help employees clarify work and life, and avoid role pressures for employees.

4.3.2 Strengthen employee care and build corporate culture

While working hard to overcome difficulties and improve business conditions, enterprises should fully understand and accept the various negative emotions and stress of employees in crisis situations. Faced with the possible psychological fluctuations of internal employees under the pandemic, organizations need to convey more humane care to employees to resolve their concerns and inner pressures, and motivate employees to overcome difficulties together. Front-line employees can act as a bridge between employees and the organization, play the role of enterprise work, and build a "people-oriented, service-first" organizational management team. For example, adjust the organizational climate by advocating leaders to care for employees directly or to carry out team activities to strengthen corporate cohesion. It can also encourage the sharing of health resources among employees, and send psychological assessments to all employees in the form of employee benefits, so as to help employees understand their own conditions and relieve work pressure. Secondly, front-line employees should pay special attention to the adjustment of employees' professional values and career planning in the context of the pandemic, and guide enterprises to focus on the value shaping of employees, so as to enhance employees' psychological capital, try their best to make employees feel the care and support of the enterprise, and reduce work load. pressure, and help enterprises to restore production capacity as soon as possible. At the same time, it can also advocate enterprises to pay attention to the multi-skilled talent reserve and the cultivation of transferable skills, so as to improve the comprehensive ability of emergency response and response. In addition, in order to alleviate

the work pressure of employees in special periods, enterprises can also be responsible for organizing various cultural activities to enhance team cohesion.

4.3.3 Clearly promote work and demonstrate corporate responsibility

Clarifying organizational strategic goals is an important foundation for enterprises to undertake social responsibilities and help organizations develop. Social workers can assist enterprises to disclose information, strengthen communication between the organization and employees through various channels and platforms, and timely communicate the company's operating status and work arrangements to employees, so as to eliminate employees' inner anxiety. In addition, social workers also need to reasonably publicize the importance of fulfilling social responsibilities to enterprises, and advocate enterprises to take responsibility, provide resources, and undertake social responsibilities within their own capabilities. This is also to help employees cope with crises and difficulties and improve their resilience in difficult situations important action. At the same time, social workers should actively respond to employees' perceptions and evaluations of the organization's management work during the pandemic, help employees have a rational cognition and scientific evaluation of work arrangements, and then relieve employees' inner pressure.

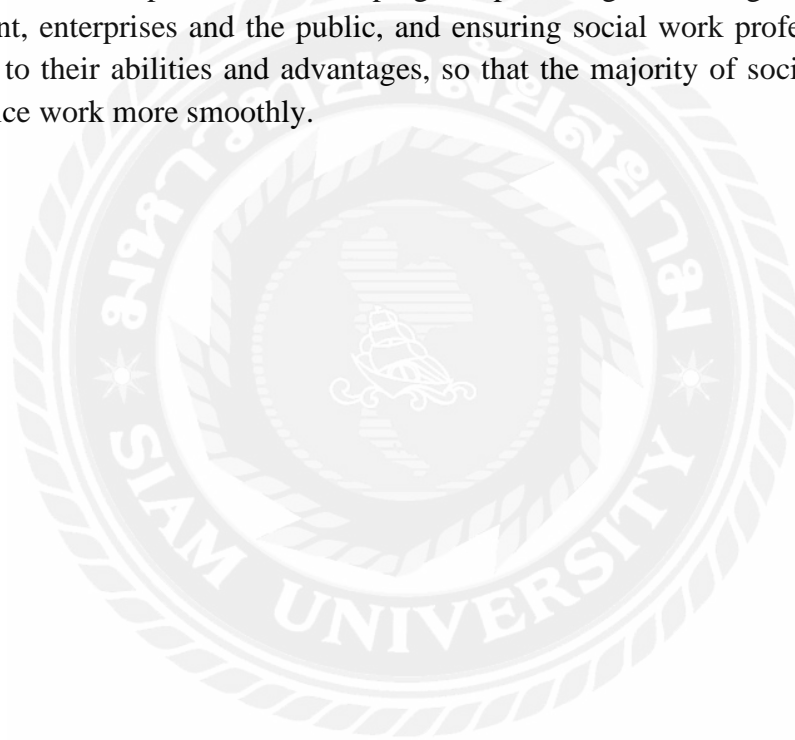
4.4 Countermeasures and suggestions at the national policy level

4.4.1 Link to potential employment resources of the government to provide employment security

Since the outbreak of COVID-19, shutdowns and short-term structural unemployment have occurred in some regions, which have had a direct impact on the work pressure of corporate employees, and have caused tremendous pressure on the stability of their jobs and wages. In particular, the economic strength of county-level enterprises is relatively weak, their emergency response, response and self-recovery capabilities are relatively poor, and their management concepts are relatively backward. In addition, county-level industrial parks are usually dominated by the government and have poor ability to deal with risks. Therefore, fully linking government resources, striving for potential resources, and giving play to the supporting role of government departments are effective ways to solve the problem of employee unemployment in emergencies. Enterprise social workers can act as resource integrators and advocates, reasonably integrate resources that are conducive to solving the work problems of the unemployed, and cooperate with government departments to provide relevant employment training for the unemployed with local education and professional skills. For unemployed people who are willing to work but lack skills and cannot find a job in a short period of time, social workers can propose to government departments to set up a group of temporary public welfare positions, so as to strive for corresponding employment security for the unemployed workers as much as possible.

4.4.2 Increase corporate social work policy support and improve management system

Increasing the policy support of corporate social workers and expanding the coverage of corporate social workers in county areas is a powerful guarantee for the orderly promotion of sustainable development of corporate social work in China. At this stage, China's social work institutions are mostly concentrated in urban areas, and there are very few social work institutions within the county area, and there are even fewer full-time social workers in enterprises. At the national level, vigorously support and develop corporate social work, advocate county-level enterprises to set up full-time corporate social work positions, formulate clear job responsibilities and functional management systems, set clear standards in terms of remuneration and benefits, and attract outstanding social workers to support local areas. county-level enterprises, and improve the social recognition and influence of social work within county-level enterprises. On the other hand, incorporating social work professional services into the national emergency management system, so that social work has rules to follow in the process of developing and providing services, gaining the trust of the government, enterprises and the public, and ensuring social work professionalism. To give full play to their abilities and advantages, so that the majority of social workers can carry out service work more smoothly.



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