

MENTAL HEALTH AT THE WORKPLACE IN PANDEMIC TIMES. A VIEW OVER RECENT RESEARCH IN ORGANIZATIONS

RADU-IOAN POPA*, MIHAELA MAN, GABRIELA-MARIA MAN
“Lucian Blaga” University of Sibiu, Faculty of Social Sciences and Humanities

Abstract

Year 2020 marked a fundamental shift inside societies, economies and work management worldwide, affecting the usual perspectives, upon work development, tasks fulfillment, employee health management at the workplace in a global crisis. Current and ongoing pandemic solicitations generate an uprising concern around the mental health of individuals at the workplace. The present study explores, through various examples, the thematic presence of mental health at work in pandemic times, from the existing scholarly literature. Results showed, so far, the existence of a first trend which has been addressing the pandemic-mental health relation on the emergency and immediate effect argument, focusing on pre-existing mental health conditions and incidence cases in vulnerable groups. Our analysis also outlined a second trend which consists of studies exploring the pandemic impact on the health care system and frontline workers, followed closely by a third trend, which raises attention upon the young facing the challenges of a generalized health crisis in various organizations. In conclusion the pandemic itself uncovered a long list of challenges that the world of organizations was not prepared for and to which current and future research still have yet to explore and understand. There is a need for conducting in-depth analysis and long-term effect study, developing accurate tools for prevention and intervention, establishing clear policies and procedures for handling mental health inside organizations, in a pandemic framework.

Cuvinte-cheie: sănătate mintală, muncă, pandemie, COVID-19.

Keywords: mental health, work, pandemic, COVID-19.

1. INTRODUCTION – GENERAL FRAMEWORK

As seen previously in time, various global crises (e.g. pandemics, various outbreaks, war, terror attacks, economic downfall, natural disasters etc.) events affect among other major domains, the human mental state, creating long term disruptions in the general well-being of individuals, daily life routines, professional and personal life itinerary and outcomes, extending from person level to group level, and all the way to a society level, detaining the possibility to shape structures and the day to day life and world as people know it.

* “Lucian Blaga” University of Sibiu, Faculty of Social Sciences and Humanities, Lucian Blaga str., no. 2A, 3rd floor, 550169, Sibiu, Romania. E-mail: radu.popa@ulbsibiu.ro

In this light of things, mental health requires supplementary attention, research and exploration, since its long term effects and endurance can be long lasting, not always visible, with a major impact on other life dimensions, both personal or professional. In the recent years, studies approached from various fields of practice, more and more, the mental health issue, addressing a higher interest in studying the phenomenon, in the actual framework of today which generates enough conditions and situations for this matter to take place. In relation to the present topic, the World Health Organization (WHO) showed in alignment with the Global Burden Disease (GBD) studies, in a scientific brief report, on the early evidence of the pandemic impact on mental health that COVID-19 outbreak has led to an increase of 27.6% in the case of major depressive disorders and 25.6% in the case of anxiety disorders, globally in 2020 (WHO, 2022). The same report underlined factors such as reduced human mobility and the daily infection rates as main associations with the increase rates in mental health negative outcomes, adding to the frame that women, younger people (with focus on 20–24 years of age), low and middle income social categories were the most impacted (WHO, 2022).

In this regard the present study aimed to investigate and outline major research trends on mental health at the workplace, starting with the COVID-19 outbreak and going through the process up to present. The scholarly literature revealed three major trends in dealing with the mental health at the workplace in pandemic times discussed in the following sections, starting with different expressions of the mental health – pandemic association, on terms of direct effect, urgency and vulnerable target individuals or groups at work, followed by the impact on the health care system and workers and closing with the youth challenges when it comes to health and normal functioning in organizations.

If we observe the mechanism of mental health functioning in association with a crisis event, the formula is quite obvious: the event itself either occurs physically in the proximity of the victims or in their psychological proximity (e.g. abundance of news, live images, information spreading and coverage etc.) will induce a constant state of fear, anxiety and uncertainty of each person's daily life (Chelcea, 2020; Akay, 2022). The rest of the equation will be simple, the constant negative stimulation will impact the day to day functioning of a person, alongside concrete phenomena like distancing, dynamic changes, functional losses, life and job security matters, up to a point when the results on the individual's mental health will consist of stress, depression, sleep disorders, lack of focus and concentration, memory loss, personality disorders and so on (Proto & Quintana-Domeque, 2021; Akay, 2022). Abbott (2021) presented data from various national representative surveys which showed for example in United Kingdom that there is a clear difference between pre-pandemic and pandemic increase in symptoms of depression (July 2019–March 2020 – 10% vs. June 2020 – 19%) or in United States in the case of anxiety or depression (January–June 2019 – 11% vs. December – 42%) which puts a heavy toll on the mental stress.

As observed, the research trend on the COVID-19 pandemic focuses on many of the equation aspects mentioned above, with a special attention given to vulnerable groups (Yang *et al.*, 2020; Tsai & Wilson, 2020; Liem *et al.*, 2020; Proto & Quintana-Domeque, 2021; Iordăchescu *et al.*, 2021) or front-liners in the management of COVID-19 (Bassi *et al.*, 2020; Rossi *et al.*, 2020; Shigemura *et al.*, 2020; Akay, 2022). From this point of view the triad pandemic – work – mental health studies addressed mostly the medical work field and their beneficiaries on one hand and on the other hand and research focused on the high risk groups and their implications.

Other authors research endeavors suggest expanding the framework over organizations, employees and mental health in a wider perspective, trying to explore the associations between pandemic, induced economic shocks and effects on the overall mental health of employees in general (Matsubayashi, Ishikawa & Ueda, 2022). Moreover, Lima-Serrano (2022) proposed even looking at the “big picture” when it comes to managing pandemics, where institutions need to address social determinants of health through analyzing tools, adequate monitoring mechanisms, in a model that contains evidence-based policies and programs, good health models and practices.

Year 2020 could be seen as an emergency priority, on the spot related approach, on mental health in organizations, giving more attention to those in immediate need or direct contact on a job related requirement. But for 2021, 2022 and so on, there will be a need to expand the research view over employees in general, long term changes, hidden implications and the in-depth associations with mental health processes.

Yet again, the mental health topic in organizations will require more attention and exploration as a follow up of the pandemic, keeping in mind that the health crisis employees have underwent, starting with the year 2020, with adjacent implications such as economic and social downfalls, and with a vivid continuation in 2021 and 2022, constitute a major concern for the upcoming years with a spotlight on the long-term effects and hidden health implications which are yet to come and unveil.

2. MENTAL HEALTH AND ITS EXPRESSIONS IN PANDEMIC TIMES AT THE WORKPLACE

The COVID-19 pandemic, triggered a long-term response in individuals, following by the book every step in the exposure towards traumatic events such as economic crises, war, political strife, civil unrest, natural disasters, violence and so on. Taking into consideration that such an exposure could not have been avoided, ignored or rejected, the pandemic took presence in various aspects of an individual's life, the professional domain making no difference. From a general psychological and behavioral perspective, Morganstein (2022) mentioned four major categories of potential responses in relation to such an event as follows: 1. resilience; 2. distress reactions (e.g. sleep difficulties, decreased sense of safety, anger, somatic symptoms, distraction etc.); 3. health risk behaviors (e.g. disrupted

work-life balance, substance abuse, conflict etc.); 4. psychiatric disorders (e.g. depression, PTSD etc.). These effects make their way in the workplace area also, employees manifesting such behaviors in various cases as the scholarly literature suggests (Spadafora *et al.*, 2022; Callender *et al.*, 2022; Bakkeli, 2021; Pauksztat, Andrei & Grech, 2022).

Moreover, various other research papers explored the pandemic outcome on the mental health of individuals at work, observing a wide collection of reactions, ranging from altered perceptions, risk conducts, distress, fear, anxiety, resistance to change, work errors, accidents to disorders and other mental health complications, which impact as expected the performance setting, the wellbeing and work-life balance and a normal functioning of the individual in a job setting and daily life (Zhang & Chen, 2022; Riley *et al.*, 2022; Rhubart & Kowalkowski, 2022; Romero *et al.*, 2022). In a recent study, over a Romanian sample, Țânculescu-Popa (2021) underlined that even though in terms of primary appraisal emotion coping mechanisms, men and women react in a similar way in relation to the pandemic, women have a tendency to invest with a positive charge the situation reappraisal, being focused on learning experiences upon a crisis basis, this leading towards a more distinct perception over activity management both in work and family environments, between the two genders. In this view, the pandemic created the perfect setting for an so-called “assault” of the peace of mind, putting the workplace in a dramatic challenge and continuous change. Employees had to face physical distancing, uncertainty, job loss, isolation, quarantine episodes, illness generated by COVID-19, shortages in resources, rising concerns, while battling with daily fake news, the new teleworking concept and an everchanging work and life situation. Concerning the teleworking topic itself, a wide collection of articles associate it with a series of variables, among which the exploration of its effects on mental health. It was observed that the intense usage of telework may lead to communication overload, entrapment, stress and social media fatigue which impact the quality of life and mental health (Mendonça *et al.*, 2022). For example, a study results showed on a sample of 2,000 employees, that 18% of teleworkers manifested symptoms of anxiety, depression and other mental health conditions (UNRIC, 2020).

Athanasiadou and Theriou (2021) suggested also that the telework matter should be addressed with more attention and complexity, with regard to potential social isolation of teleworkers, which may lead to a negative mental burden risk. Telecommuting and working from home in pandemic times can also associate with feeling trapped, with a lower resilience to stress, leading to rebound effects yet to be explored (Campisi *et al.*, 2022), while the search for an ideal setting of work, adapted to dynamic changes and the individual, need to undergo further testing (Sweet & Scott, 2022). Studies so far have also stated that the pandemic itself, as a major event, detains unique features in terms of complexity, magnitude, duration when compared to other disasters, which requires an extensive and detailed approach when exploring the impact on mental health, the impact on work, on employees and so on (Morganstein, 2022; Bakkeli, 2021).

In conclusion, the state of the art literature and research focused so far on exploring the immediate effects of the pandemic on mental health in organizations, targeting vulnerable groups or pre-existing conditions cases which require that for the future, the observations should be extended to general population in various sectors of work, associating in-depth analysis and longitudinal studies with prevention and intervention plans, supported by specific social and health policies, adapted efficiently in response to a future pandemic or major health event.

3. MENTAL HEALTH AND THE HEALTH CARE SYSTEM

As a specific way to observe mental health at the workplace, over the last two years, starting with the COVID-19 pandemic, a certain attention was given to the frontliners workers in the health services area. From cross-sectional studies, study cases to longitudinal research, data showed a tendency towards increased psychosocial risks, discomfort, psychological pressure, anxiety, mental exhaustion, burnout, depression, high stress levels and suicide (Cheung, Fong & Bressington, 2020; Bohlken *et al.*, 2020; Montemurro, 2020; Papoutsis *et al.*, 2020). Krishnamoorthy *et al.* (2020) showed there is a higher level in psychological distress for the healthcare workers (41%) when compared to COVID-19 patients (34%) or the general population (26%) when reporting morbidities amidst the pandemic, revealing a higher burden on this category in relation with the last two. In another systematic review and meta-analysis, results showed a calculated pooled prevalence of 22.8% for depression and 34.32% for insomnia in the case of healthcare workers during the pandemic (Pappa *et al.*, 2020).

On the other hand, Barros *et al.* (2022) underlined the importance of future research in this area, stating there are few studies which aim at exploring the mental health at work, the psychosocial implications and associations, keeping in mind there is a vital need for adequate support and well-being promotion of such employees, inside this new work-health relationship. Moreover, data from other articles showed the need for clarification in the response strategies concerning health crises, a better pandemic regulation, going beyond impact and towards an improved management of mental health in the case of individuals (Dodd *et al.*, 2022; Duden, Gersdorf & Stengler, 2022; Kone *et al.*, 2022; Nishimura *et al.*, 2022). Other authors stressed the idea of further and more close collaboration among various stakeholders concerning responsibilities, responses, differences and shared aims when it comes to health protection (Kasstan *et al.*, 2022; Taiwo *et al.*, 2022).

If studies so far have concentrated on the immediate effects of the pandemic on the health care workers and their mental health status, more and more papers solicit more extensive and in-depth analysis over the long-term implications on the individual, associations between health policies, health strategies and procedures, mental health management and collaboration between various stakeholders, involved

in the process, aiming at creating an efficient response framework that may protect those health frontline workers that ensure health is provided optimally to beneficiaries. The request for longitudinal research becomes vital in exploring the mental health itinerary of persons working in frontline health sectors and services when challenged with global health events. Aside from this, our study supports also the idea of developing structured policies and multi-level procedures for managing mental health of employees and clients inside the health organizations in relation with pandemic solicitations.

4. MENTAL HEALTH AND THE YOUNG

Exploring the associations between mental health and pandemic outcomes in the last two years, the scholarly literature has shown a preference for exploring the young people social and psychological dilemma, including work and education related challenges in COVID-19 outbreak.

Research showed, as in the case of other age groups, that young people from vulnerable groups or with pre-existing mental health conditions are more commonly exposed to an increase downfall on the mental health state and its consequences (Ma *et al.*, 2022; Stroud & Gutman, 2021). Other research results showed potential associations between mental health, the pandemic and risk behaviors such as drinking alcohol and smoking (Vornicu & Ursu, 2021; Stroud & Gutman, 2021). Stroud and Gutman (2021) also indicated a specific vulnerability of those with low income towards the mental health risks during COVID-19. Other survey data showed that young people (aged 16 to 24) are under risk to be affected, with a depression prevalence reaching 30% among young women and 29% among young men (UNRIC, 2020).

The education sector, was given also preference, whilst as any other domain it follows the same principles of an organization, thus giving the chance to observe from a research point of view the impact of the pandemic on conduct and behavior, relating to the participants' work, tasks, performance, well-being, mental health and so on.

In a recent extensive review, Hossain *et al.* (2022) concluded that present research evidence on the mental health topic sustain the idea that the pandemic in association with psychosocial stressors resulted in a wide collection of effects both in children and adolescents, ranging from high levels of anxiety, depression, psychological distress, sleep disorders, addictions all the way to post-traumatic stress disorder and suicidal tendencies and behavior, and so on. Moreover, Kim, Park and Kim (2022) suggested that alongside the pandemic, there is a concerning "infodemic", which promotes the wrong information and assumption among young people, drawing attention to the need for accurate, fast and correct information, channeled through active communication among the beneficiaries.

Other authors suggested more emphasis on awareness strategies, mental health needs, concerns and services, destined for young people in a educational

system, supporting that early intervention in a health crisis prevent long-term negative effects and improve on the long run the outcomes of their mental health (Pandya & Lodha, 2022). In another study, Sipeki, Vissi and Turi (2022), underlined through the application of a mental health test on lecturers, instructors and students (with focus on wellbeing, savoring, creative-executive efficiency, self-regulation and resilience), in relation with the pandemic outbreak handling and responses, that there are significant differences between the three categories of participants. The tool might offer a potential evaluation procedure to explore the mental health status and build intervention programs afterwards if needed, in a personalized manner, to promote psychological wellbeing of young individuals inside the education system (Sipeki, Vissi & Turi, 2022).

From this point of view the organizational educational system may provide the domain necessary to exercise and implement new and quick response strategies for young people, on mental health matters with respect towards pandemic health emergencies. The good practices for prevention and intervention may be extended to other areas of work and other types of organizations. A critical long term assessment of case studies may offer new insight on how young people are affected by global health events that occur dramatically, impacting their mental health at work.

5. CONCLUSIONS

The last two years, since year 2020, constitute an immense source of study and research over the pandemic, its effects on the mental health and its implications at the workplace for the years to come. So far, the scholarly literature addressed only some key directions when discussing the mental health challenges for workers, given the fact that either the topic was included in broader themes such health crises management, health policies during outbreaks or some narrow interventions on specific emergency procedures concerning health safety.

As seen so far, studies have orbited around three major trends, following an immediate path response towards the direct threat of COVID-19 on the population safety and health.

In the first trend, the impact on mental health at the workplace has been studied in relation with the pandemic mainly from the vulnerable target groups perspective and from the pre-existence conditions of mental health complications view of individuals at the work.

In the second direction, studies have focused naturally on the health care system and the health frontliners workers, observing the first glimpse of the crisis and its heavy burden on their mental health status, conduct, performance and wellbeing.

The last but not the least interesting trend that has been grabbing the attention so far upon the evolution of the pandemic on the mental health development,

consisted of studies which explore the young people in relation with the COVID-19 outcomes, dealing with education and work tasks adaptation, risky behaviors and prevention programs and so on.

In conclusion, as stated before there is a vital need for future and more research endeavors to assess in-depth implications and effects of the COVID-19 crisis upon the mental health of employees at work, extending the areas from the three trends mentioned before and also observing the long term consequences of such a terrible episode in our fragile world, taking into account that such a complex exploration may offer insight for a better understanding, better preparation, better prevention, and building efficient models of intervention in the case such events are likely to occur again.

Received: 3.10.2022

REFERENCES

1. ABBOTT, A., *COVID's mental-health toll: How scientists are tracking a surge in depression*, Nature, **590**, 7845, 2021, p. 194–195, doi: 10.1038/d41586-021-00175-z.
2. AKAY, A., *The local and global mental health effects of the Covid-19 pandemic*, Economics and Human Biology, **45**, 2022, p. 1–14, <https://doi.org/10.1016/j.ehb.2021.101095>.
3. ATHANASIADOU, C., THERIOU, G., *Telework: systematic literature review and future research agenda*, Heliyon, **7**, 2021, p. 1–18, <https://doi.org/10.1016/j.heliyon.2021.e08165>.
4. BAKKELI, N.Z., *Health, work, and contributing factors on life satisfaction: A study in Norway before and during the COVID-19 pandemic*, SSM-Population Health, **14**, 2021, p. 1–16, <https://doi.org/10.1016/j.ssmph.2021.100804>.
5. BARROS, C., BAYLINA, P., FERNANDES, R., RAMALHO, S., AREZES, P., *Healthcare workers' mental health in pandemic times: the predict role of psychosocial risks*, Safety and Health at Work, in press, 2022, <https://doi.org/10.1016/j.shaw.2022.08.004>.
6. BASSI, M., NEGRI, L., FAVE, A.D., ACCARDI, R., *The relationship between posttraumatic stress and positive mental health symptoms among health workers during COVID-19 pandemic in Lombardy, Italy*, Journal of Affective Disorder, **280**, 2020, p. 1–6, <https://doi.org/10.1016/j.jad.2020.11.065>.
7. BOHLKEN, J., SCHÖMIG, F., LEMKE, M.R., PUMBERGER, M., RIEDEL-HELLER, S. G., *COVID-19-Pandemie: Belastungen des medizinischen Personals [COVID-19 Pandemic: Stress Experience of Healthcare Workers – A Short Current Review]*, Psychiatrische Praxis, **47**, 4, 2020, p. 190–197, doi: 10.1055/a-1159-5551.
8. CALLENDER, R., CANALES, J.M., AVENDANO, C., CRAFT, E., ENSOR, K.B., MIRANDA, M.L., *Economic and mental health impacts of multiple adverse events: Hurricane Harvey, other flooding events, and the COVID-19 pandemic*, Environmental Research, **214**, 2022, p. 1–11, <https://doi.org/10.1016/j.envres.2022.114020>.
9. CAMPISI, T., TESORIERE, G., TROUVA, M., PAPAS, T., BASBAS, S., *Impact of teleworking on travel behaviour during the COVID-19 era: The case of Sicily, Italy*, Transportation Research Procedia, **60**, 2022, p. 251–258, [10.1016/j.trpro.2021.12.033](https://doi.org/10.1016/j.trpro.2021.12.033).
10. CHELCEA, S., *Fricile sociale în starea de urgență COVID-19 în România*, Journal of Psychology, **66**, 3, 2020, p. 243–258, <https://revistadepsiologie.ipsihologie.ro/index.php/arhiva/78-revista-de-psiologie-2019-t-65-nr-7>.
11. CHEUNG, T., FONG, T.K.H., BRESSINGTON, D., *COVID-19 under the SARS cloud: Mental health nursing during the pandemic in Hong Kong*, Journal of Psychiatric & Mental Health Nursing, **28**, 2, 2020, p. 115–117. doi: 10.1111/jpm.12639.

12. DODD, W., BRUBACHER, L.J., KIPP, A., WYNGAARDEN, S., HALDANE, V., FERROLINO, H., WILSON, K., SERVANO Jr., D., LAU, L.L., WEI, X., *Navigating fear and care: The lived experiences of community-based health actors in the Philippines during the COVID-19 pandemic*, Social Sciences & Medicine, **308**, 2022, p. 1–9, <https://doi.org/10.1016/j.socscimed.2022.115222>.
13. DUDEN, G.S., GERSDORF, S., STENGLER, K., *Global impact of the COVID-19 pandemic on mental health services: A systematic review*, Journal of Psychiatric Research, **154**, 2022, p. 354–377, <https://doi.org/10.1016/j.jpsychires.2022.08.013>.
14. HOSSAIN, M.M., NESA, F., DAS, J., AGGAD, R., TASNIM, S., BAIRWA, M., MA, P., RAMIREZ, G., *Global burden of mental health problems among children and adolescents during COVID-19 pandemic: An umbrella review*, Psychiatry Research, **317**, 2022, p. 1–16, <https://doi.org/10.1016/j.psychres.2022.114814>.
15. IORDĂCHESCU, D.A., VLADISLAV, E.O., COSMA, L., GICA, N., BOTEZATU, R., GICA, C., IANCU, G., PANAITESCU, A., *Pregnancy during a pandemic: how stress affects pregnant women and the development of their babies during COVID-19*, Journal of Psychology, **67**, 2, 2021, p. 153–168, <https://revistadepsiologie.ipsihologie.ro/index.php/arhiva/83-revista-de-psiologie-2019-t-65-nr-11>.
16. KASSTAN, B., MOUNIER-JACK, S., GASKELL, K.M., EGGO, R.M., MARKS, M., CHANTLER, T., *“We’ve all got the virus inside us now”: Disaggregating public health relations and responsibilities for health protection in pandemic London*, Social Science & Medicine, **309**, 2022, p. 1–10, <https://doi.org/10.1016/j.socscimed.2022.115237>.
17. KIM, S.H., PARK, M.S., KIM, T.-G., *Comparison of safety and health risk perceptions toward COVID-19 pandemic based on gender in Korean university students’ work while studying*, Safety and Health at Work, in press, 2022, <https://doi.org/10.1016/j.shaw.2022.04.003>.
18. KONE, A., HORTER, L., ROSE, C., RAO, C.Y., ORQUIOLA, D., THOMAS, I., BYRKIT, R., BRYANT-GENEVIER, J., LOPES-CARDOZO, B., *The impact of traumatic experiences, coping mechanisms, and workplace benefits on the mental health of U.S. public health workers during the COVID-19 pandemic*, Annals of Epidemiology, **74**, 2022, p. 66–74, <https://doi.org/10.1016/j.annepidem.2022.07.001>.
19. KRISHNAMOORTHY, Y., NAGARAJAN, R., SAYA, G.K., MENON, V., *Prevalence of psychological morbidities among general population, healthcare workers and COVID-19 patients amidst the COVID-19 pandemic: A systematic review and meta-analysis*, Psychiatry Research, **293**, 2020, p. 1–11, doi: 10.1016/j.psychres.2020.113382.
20. LIEM, A., WANG, C., WARIYANTI, Y., LATKIN, C.A., HALL, B.J., *The neglected health of international migrant workers in the COVID-19 epidemic*, Lancet Psychiatry, **7**, 4, 2020, p. 19–20, doi: 10.1016/S2215-0366(20)30076-6.
21. LIMA-SERRANO, M., *Social determinants and mental health in pandemics: new challenges*, Enfermeria Clinica, **32**, 3, 2022, p. 141–142, doi: 10.1016/j.enfcl.2022.05.001.
22. MA, Z., WANG, D., ZHAO, J., ZHU, Y., ZHANG, Y., CHEN, Z., JIANG, J., PAN, Y., YANG, Z., ZHU, Z., LIU, X., FAN, F., *Longitudinal associations between multiple mental health problems and suicidal ideation among university students during the COVID-19 pandemic*, Journal of Affective Disorders, **311**, 2022, p. 425–432, <https://doi.org/10.1016/j.jad.2022.05.093>.
23. MATSUBAYASHI, T., ISHIKAWA, Y., UEDA, M., *Economic crisis and mental health during the COVID-19 pandemic in Japan*, Journal of Affective Disorder, **306**, 2022, p. 28–31, doi: 10.1016/j.jad.2022.03.037.
24. MENDONÇA, I., COELHO, F., FERRAJÃO, P., ABREU, A.M., *Telework and mental health during COVID-19*, International Journal of Environmental Research and Public Health, **19**, 2022, p. 1–23, <https://doi.org/10.3390/ijerph19052602>.
25. MONTEMURRO, N., *The emotional impact of COVID-19: From medical staff to common people*, Brain, Behaviour & Immunity, **87**, 2020, p. 23–24, doi: 10.1016/j.bbi.2020.03.032.
26. MORGANSTEIN, J. C., *Preparing for the next pandemic to protect public mental health. What we learned from COVID-19?*, Psychiatric Clinics of North America, **45**, 1, 2022, p. 191–210, <https://doi.org/10.1016/j.psc.2021.11.012>.

27. NISHIMURA, Y., MIYOSHI, T., HAGIVA, H., OTSUKA, F., *Prevalence of psychological distress on public health officials amid COVID-19 pandemic*, Asian Journal of Psychiatry, **73**, 2022, p. 1–6, <https://doi.org/10.1016/j.ajp.2022.103160>.
28. PANDYA, A., LODHA, P., *Mental health consequences of COVID-19 pandemic among college students and coping approaches adapted by higher education institutions: A scoping review*, SSM-Mental Health, **2**, 2022, p. 1–7, <https://doi.org/10.1016/j.ssmmh.2022.100122>.
29. PAPPA, S., NTELLA, V., GIANNAKAS, T., GIANNAKOULIS, V.G., PAPOUTSI, E., KATSAOUNOU, P., *Prevalence of depression, anxiety, and insomnia among healthcare workers during the COVID-19 pandemic: A systematic review and meta-analysis*, Brain, Behavior and Immunity, **88**, 2020, p. 901–907, doi: 10.1016/j.bbi.2020.05.026.
30. PAPOUTSI, E., GIANNAKOULIS, V.G., NTELLA, V., PAPPA, S., KATSAOUNOU, P., *Global burden of COVID-19 pandemic on healthcare workers*, ERJ Open Research, **6**, 2, 2020, p. 1–5, doi: 10.1183/23120541.00195-2020.
31. PAUKSZTAT, B., ANDREI, D.M., GRECH, M.R., *Effects of the COVID-19 pandemic on the mental health of seafarers: A comparison using matched samples*, Safety Science, **146**, 2022, p. 1–11, <https://doi.org/10.1016/j.ssci.2021.105542>.
32. PROTO, E., QUINTANA-DOMEQUE, C., *COVID-19 and mental health deterioration by ethnicity and gender in the UK*, PLOS ONE, **16**, 1, 2021, p. 1–16, <https://doi.org/10.1371/journal.pone.0244419>.
33. RHUBART, D., KOWALKOWSKI, J., *Perceived mental health impacts of the COVID-19 pandemic: The roles of social support and social engagement for working age adults in the United States*, Preventive Medicine, **162**, 2022, p. 1–9, <https://doi.org/10.1016/j.ypmed.2022.107171>.
34. RILEY, B.L., VALAITIS, R.F., ABRAMOWICZ, A., D'AVERNAS, E., JOLIN, M.A., *Pause, re-think, go virtual ... pandemic adaptations from 20 diverse mental health promotion intervention projects across Canada*, Mental Health & Prevention, **26**, 2022, p. 1–7, <https://doi.org/10.1016/j.mhp.2022.200235>.
35. ROMERO, C., DELGADO, C., CATALÁ, J., FERRER, C., ERRANDO, C., IFTIMI, A., & OTERO, M. *COVID-19 psychological impact in 3109 healthcare workers in Spain: The PSIMCOV group*, Psychological Medicine, **52**, 2022, p. 188–194, <https://doi.org/10.1017/S0033291720001671>.
36. ROSSI, R., SOCCI, V., PACITTI, F., DILORENZO, G., DIMARCO, A., SIRACUSANO, A., ROSSI, A., *Mental health outcomes among frontline and second-line health care workers during the coronavirus disease 2019 (COVID-19) pandemic in Italy*, JAMA Network Open, **3**, 5, 2020, p. 1–4, doi: 10.1001/jamanetworkopen.2020.10185.
37. SHIGEMURA, J., URSANO, R.J., MORGANSTEIN, J.C., KUROSAWA, M., BENEDEK, D.M., *Public responses to the Novel 2019 coronavirus (2019-nCoV) in Japan: mental health consequences and target populations*, Psychiatry and Clinical Neurosciences, **74**, 4, 2020, p. 281–282, doi:10.1111/pcn.12988.
38. SIPEKI, I., VISSI, T., TURI, I., *The effect of the Covid-19 pandemic on the mental health of students and teaching staff*, Heliyon, **8**, 2022, p. 1–10, <https://doi.org/10.1016/j.heliyon.2022.e09185>.
39. SPADAFORA, N., REID-WESTOBY, C., POTTRUFF, JANUS, M., *Family responsibilities and mental health of kindergarten educators during the first COVID-19 pandemic lockdown in Ontario, Canada*, Teaching and Teacher Education, **115**, 2022, p. 1–10, <https://doi.org/10.1016/j.tate.2022.103735>.
40. STROUD, I., GUTMAN, L.M., *Longitudinal changes in the mental health of UK young male and female adults during the COVID-19 pandemic*, Psychiatry Research, **303**, 2021, p. 1–5, <https://doi.org/10.1016/j.psychres.2021.114074>.
41. SWEET, M., SCOTT, D.M., *Insights into the future of telework in Canada: Modeling the trajectory of telework across a pandemic*, Sustainable Cities and Society, **87**, 2022, p. 1–17, <https://doi.org/10.1016/j.scs.2022.104175>.
42. TAIWO, M., OYEKENU, O., EKEH, F., DEY, A.K., RAJ, A., *Gender differences in work attendance among health care workers in Northern Nigeria during the COVID-19 pandemic*, eClinical Medicine, **52**, 2022, p. 1–9, <https://doi.org/10.1016/j.eclinm.2022.101605>.

43. TSAI, J., WILSON, M., *COVID-19: a potential public health problem for homeless populations*, *Lancet Public Health*, **5**, 4, 2020, p. 186–187, doi: 10.1016/S2468-2667(20)30053-0.
44. ȚÂNCULESCU-POPA, L., *Emotional coping across genders during the pandemic times*, *Journal of Psychology*, **67**, 3, 2021, p. 247–258, <https://revistadepsiologie.ipsihologie.ro/index.php/arhiva/84-revista-de-psiologie-2019-t-65-nr-12>.
45. UNRIC, *Concerns are raised over the threat of COVID-19 to mental health in Europe*, 2020, <https://unric.org/en/concerns-are-raised-over-the-threat-of-covid-19-to-mental-health-in-europe/>.
46. VORNICU, G., URSU, A., *Alcohol consumption during COVID-19 Lockdown in Romania. Social demographic differences, predictors and moderators*, *Journal of Psychology*, **67**, 4, 2021, p. 307–318, <https://revistadepsiologie.ipsihologie.ro/index.php/arhiva/85-revista-de-psiologie-2019-t-65-nr-13>.
47. WHO, *Mental Health and COVID-19: early evidence of the pandemic's impact: Scientific brief*, 2022, p. 1–11, https://www.who.int/publications/i/item/WHO-2019-nCoV-Sci_Brief-Mental_health-2022.1.
48. YANG, Y., LI, W., ZHANG, Q., ZHANG, L., CHEUNG, T., XIANG, Y.-T., *Mental health services for older adults in China during the COVID-19 outbreak*, *Lancet Psychiatry*, **7**, 4, 2020, p. 18–19, [https://doi.org/10.1016/S2215-0366\(20\)30079-1](https://doi.org/10.1016/S2215-0366(20)30079-1).
49. ZHANG, P., CHEN, S., *Association between workplace and mental health and its mechanisms during COVID-19 pandemic: A cross-sectional, population-based, multi-country study*, *Journal of Affective Disorder*, **310**, 2022, p. 116–122, <https://doi.org/10.1016/j.jad.2022.05.038>.

REZUMAT

Anul 2020 a marcat o schimbare fundamentală în interiorul societăților, economiilor și managementului muncii pe întregul mapamond, afectând perspectivele obișnuite, despre dezvoltarea muncii, despre îndeplinirea sarcinilor, despre gestionarea sănătății angajaților la locul de muncă, în timpul unei crize mondiale. Solicitățile curente și continue ale pandemiei generează o îngrijorare crescândă cu privire la sănătatea mintală a persoanelor la locul de muncă. Studiul de față explorează, prin exemple diferite, prezența tematicii sănătății mintale la locul de muncă în vremuri de pandemie, din literatura de specialitate existentă. Rezultatele au relevat, până în prezent, existența unui prim curent ce s-a adresat relației pandemie-sănătate mintală din punct de vedere al urgenței și efectului imediat, focalizându-se pe condiții de sănătate mintală pre-existente și cazuri de incidență în grupuri vulnerabile. Analiza noastră a evidențiat și un al doilea curent, constând în studii ce explorează impactul pandemiei asupra sistemului de sănătate și angajaților din prima linie, fiind urmat îndeaproape de un al treilea curent ce supune atenției populația tânără ce se confruntă cu provocările crizei sanitare generalizate în diferite organizații. În concluzie, pandemia în sine a relevat o lungă listă de provocări, pentru care lumea organizațiilor nu a fost pregătită și la care cercetarea prezentă și viitoare încă vor trebui să o exploreze și să o înțeleagă. Este nevoie de aplicarea unor analize de profunzime și studii ale efectului pe termen lung, dezvoltarea de instrumente acurate pentru prevenție și intervenție, stabilirea de politici și proceduri clare pentru managementul sănătății mintale în interiorul organizațiilor, într-un cadru de lucru pandemic.