Social Support Influencing The Employee's Resilience in Malaysian Public Sector

Zaherawati Zakaria
Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA Kedah, Malaysia
Email: zaherawati @uitm.edu.my

Nurul Amira Azmi (Corresponding Author)
Faculty of Business and Management, Universiti Teknologi MARA Kedah, Malaysia
Email: amiraazmi@uitm.edu.my

Nazni Noordin
Faculty of Administrative Science & Policy Studies, Universiti Teknologi MARA Kedah, Malaysia
Email: nazni@uitm.edu.my

Mohd Zool Hilmie Mohamed Sawal
Faculty of Information Management, Universiti Teknologi MARA Kedah, Malaysia
Email: zoolhilmie@uitm.edu.my

Abstract
The employees resilient seemed changed after pandemic that affected social support at workplace due to Work from Home (WFH) being as a new remote working system for almost 2 years. In Malaysia, the government announced that the servant needs to work in office as usual early of 2022. The resilience among employees might be affected while keep changing the social support system. Thus, this study tries to reveal the extent of social support and the factors contribute among employees in Social Security Organization (SOCSO) in Kedah. The chosen of this agency regards to essential services due to social security affected the most wellbeing of employees due to COVID-19. The method of quantitative through survey used in this study and the findings shows that social, emotional, information and tool have positive relationship with the social support towards the employee's resilience. In recommendations, there is a room for improvement especially in tool support and the facilities in digital technology to be fully utilised. In future research, perhaps the future researchers will have wider scope of respondents, methods, and area to gain more findings that can generalize to employee resilience among employee in Malaysia at large.

Introduction

The Malaysian government focused health and economic wellbeing for citizens especially for the industries during the COVID-19 pandemic, while paying little to the employees including government servant. Many people find the COVID-19 spread to be emotionally taxing, drastically altering day-to-day living. Every segment of society, including employers and workers, should take responsibility for protecting the disease's spread (Gulseven et al., 2020). According to World Health Organization (WHO, 2022), the painful decision of saving lives or protecting livelihoods was forced by the COVID-19 epidemic. Sharp restrictions have been made between those employed in professions deemed essential to the operation of our daily lives because of the Movement Control Orders (MCOs) and targeted Standard Operating Procedures (SOPs) imposed by countries to stop the spread of the virus (Lim, 2022). Although workers were spared from the stay-at-home orders, the health dangers and deteriorating socioeconomic climate made their working circumstances, which frequently already suffered from decent work deficits, even worse (Rampal et al., 2020). The impact on essential services in the healthcare, food and beverage, transportation and delivery, security, and cleaning industries is really affected. These critical employees were more vulnerable because of the nature of their positions, their employment status, and their personal traits, which exposed them to more expectations and stress at work (WHO, 2022).

According to Raop & Saire (2021), this is challenging to define and evaluate due to the relationship between short and long-term results, as well as their relationship to inputs, outputs, performance, satisfaction, efficiency, and service quality. Such skills are motivated by a set of actions that are crucial to the accomplishment of the objectives of the organisation where one works (Norsyamimi & Mujaheed, 2019). Goal-related behaviours are also referred to as social support and each employee has power over these groups and behaviours (Sony & Mekoth, 2016). Additionally, social support is a process where managers are in responsibility of making sure that actions and worker productivity are in line with business goals (Cheah, 2021). Social support is significantly influenced by several factors that are both external to the individual and internal to that person alone. Some qualities of job performance that may be recognised include attendance and punctuality at work, work discipline, quality and quantity of goods, preparedness to undertake work outside of the regular workday, and the practise of co-worker assistance (Nordin & Hassan, 2019). In reality, it has been discovered that social support has an effect on people's mental health. Social support fosters good mental health, helps people deal with health issues better, and increases a sense of belonging, objectives, and self-esteem (Hudani et al., 2017). Due to their lack of accomplishment, people without social support may feel inadequate and unappreciated (Tuan, 2018). Workers are just as prone as everyone else. Employees can perform better at their jobs in all areas if they have strong social support from their families, co-workers, and others (Orgambídez-Ramos & De Almeida, 2017).

The organisation will be more responsible in carrying out all obligations entrusted to it, and employees will be happier as a result. Perhaps, the employee's resilience will further embrace the quality and performance at workplace regardless to any remote working system take place especially for government agencies that being as front liners to public. Thus, the chosen of SOSCO in Kedah perhaps can help to understand the changes made during and post COVID-19 in remote working system or otherwise. SOCSO is a statutory authority whose goal is to promote safety and health awareness to foster social peace, as well as to offer social security

protection to employees and their dependents through the implementation of protective programmes. SOCSO is one of the organisations that is not just a business-oriented body but as it also aids employees who have been disabled due to an accident, illness, or disease that has rendered them unable to work or require no direct effort to return to work (Abu Taher, 2018). Free medical care, physical or vocational rehabilitation, and financial incentives for employees are the types of services offered. In fact, the company would lose money if the employees passed away. The worst scenario is post pandemic show their dependents are provided with financial security by getting a pension each month slightly increased and trend is slightly hiking up drastically (Uchiyama et al., 2022). So, if the social support of SOCS0 does not up to the expectation, how the employees resilient will sustain the performance being government servant. Therefore, this study tries to reveal the factors contribute to social support among employees that affecting Malaysian public sector resilience after COVID-19 pandemic and economic crisis. The contribution of the findings perhaps can evaluate the nature and conditions of their jobs before and after the pandemic; and offer policy recommendations for fostering decent work and enhancing the resilience of these workers.

Literature Review
Despite being well-known and well-researched, social support is nevertheless a challenging concept to understand and apply in psychology (Szkody et al., 2021). There are many different definitions of social support in the literature. However, most definitions include these essential components: Social support can be characterised as a personality trait, coping mechanism, resource exchange, or other people's resources. Social support discusses the functional and qualitative aspects of those interactions as opposed to social network or social integration, which describe the structural and quantitative aspects of a person's social links. In general, most people say they receive social assistance both at work and in their personal lives. 73% of respondents said they felt supported by their co-workers, while 63% said they felt supported by their bosses. It's crucial to note that these statistics only apply to the European data (Grey et al., 2020). For instance, the First Korean Working Conditions Survey from 2005 till 2015 indicated that only 29% of South Korean employees said their co-workers and 23% of their supervisors supported them (Hildisch et al., 2015).

According to Smollan (2017), this research primarily examined the effects of social support on stressors and strains as well as the moderating effects of social support on the stressor-strain connection. Workplace stresses are characteristics of the workplace that call for an employee's adaptive response and can cause disease. Having a massive workload, working with demanding clients, and doing work that is very repetitive are all indications of professional stress (Stich, 2020). On the other hand, stressors result in strains, which are adverse health effects like anxiety and physical illness. Both pressures and stress have a relationship with social support. For instance, a recent meta-analysis discovered that social support is negatively related with several professional stressors including role ambiguity where work responsibilities are unclear role conflict where many tasks must be completed at once and underutilization of skills. The same meta-analysis discovered a negative correlation between social support and several stresses, including poor mental and physical health, life dissatisfaction, and burnout (Faisal et al., 2019). In conclusion, persons who report having a lot of social support typically have less stress at work and better mental and physical health. Social support has received a lot of scrutiny lately, particularly on its buffering and moderating effects. Indeed, the buffering effect is the most crucial theory about social support, according

to numerous experts. The buffering effect happens when people with high levels of social support have a weaker link between stresses than people with low or no levels of support. People need assistance and consideration in all areas of their lives including their work (Guchait et al., 2016). Outside of the workplace, family and friends offer aid and usually at work, a person could ask their co-workers and colleagues for assistance. On the other side, leaders might demonstrate empathy. By encouraging and supporting their followers' attempts to enhance workplace performance, leaders build a strong bond with their followers (Guntuku et al., 2021). According to Khalil et al (2018), empathy is the capacity to "understand and appreciate another person's experiences while providing emotional support and a sense of security," which increases job satisfaction and feelings of security and motivates people to try new approaches to routine tasks. When managers demonstrate concern for a follower's emotional displays, validate the follower's work experiences and reinforce the safety of the workplace, they are demonstrating empathetic leadership. These actions result from a leader's empathy for a follower: a knowledge of the situation and individual job demands of a follower. Empathy on the part of the leader fosters relationship-building and gives the follower a feeling of psychological safety and support (Kock et al., 2019; Mayfield & Mayfield, 2021). These good emotional states boost motivation, job satisfaction, and increased effort at work. Together, emotion and cognition shape the child's perceptions of events and guide their conduct. Emotion and cognition work together to influence learning, decision-making and attentional processes (Cacioppo & Berntson, 2018). In addition, emotion influences cognitive functions such as decision-making (Schiebener & Brand, 2015; Shukla et al., 2019). According to Warrier et al (2021), information assistance is a procedure where a user receives specific information to enhance business or office tasks. The data collected is utilised to plan and carry out management choices. Users managing complicated items need the same kind of support. The assistance programme is automated. It addresses informational, analytical, and intellectual problems and is directed at those who make, defend, and carry out judgements. The active behaviour of the user is impacted by this kind of support. Ingram, Hand & Maciejewski (2021) assert that everyone experiences crisis situations throughout their lives. The location of the country, its geography, the number and size of industrial businesses, and other factors are the only distinctions among the numerous emergencies that threaten the entire world that indirectly affected the employee's resilience. There is a substantial contrast between Mediterranean countries like the Czech Republic and coastal ones like the Philippines when discussed about new remote working system towards employee's resilience (Tarantino, 2021; Goyal & Sharma, 2022). Typhoons and tsunamis, which do not provide a threat to the Mediterranean countries, are natural disasters that the coastal nations must prepare for. Information support, management, decision-making, and cognitive processes are how the information support for crisis management process. The goal of information support is to fulfil information needs through the process-required information activities (Jankelová, 2021). Information activities are defined by law as the gathering and sharing of information, the portrayal of data information, including the gathering, assessment, and storage of data on mass media as well as the archiving, retrieval, editing, and modification of data, as well as their transmission, access, interchange, grouping, and liquidation (Comfort, 2020; Galluccio, 2021; Sun & Ma, 2022). A system that connects all emergency operational centres and other stakeholders to streamline information sharing and decision support for both routine and emergency response operations is described as an emergency management information system (Obrenovic, 2020). This system supports all phases of emergency management, including mitigation, preparedness, response, and

recovery. The objective is to improve communication and information sharing among emergency management organisations so that decisions may be made appropriately and quickly in an emergency. All facets of crisis management make use of this aid. It is employed by the Integrated Rescue Service (IRS) to enhance crisis management and response. Government agencies are simultaneously using information assistance for crisis management, for instance on a regional basis. Good decision-making and management are also necessary for institutions of public administration (Margherita et al., 2021; Mitcham et al., 2021; WHO, 2022).

An approach to include both employers and employees in the creation of solutions that support productivity and wellbeing especially after pandemic COVID-19 (Gorgenyi-Hegyes et al., 2021). Supporting employee success may be advantageous to any employee, even those who need accommodations. Variation of tools is one of multifaceted approach that consistently and intelligently moves the needle over time is required to increase employee engagement. You'll need a lot of tools in your engagement tool belt to finish the job properly. Discover employee experiences and engagement opportunities, engage in meaningful one-on-one conversations, continuously give, and receive feedback, recognise employee accomplishments, assist managers in becoming better leaders, and use data and insights to inform workplace decisions are all ways to up employee engagement game. According to Sears (2014), having the appropriate tools at work should be the norm nowadays, yet many businesses and workplaces still do not do this. We have chosen to emphasise the immediate advantages of the employer providing employees with all they need to raise awareness of the significance of tools and work equipment and the danger concerns. For instance, if a worker doesn't have access to all the necessary tools, work cannot begin at a building site. Without tools, it is impossible to complete all tasks, but there are also instances in which employers give workers a variation of tools (Thomas et al., 2021; WH0, 2021). This poses a serious safety risk that might endanger not only the project but also the lives of uninvolved workers. An important tools of performance support concentrates on the task itself, whereas training concentrates on the knowledge needed to perform the work. The need for resource integration in the workplace is urgent and inescapable. The objective is to filter resources so that people can actively work while receiving the tools and resources they require. The main criteria are roles and work processes. It doesn't matter what the mechanisms are portals, performance-centred workflow interfaces, corporate apps, integration projects that the performer must be able to identify the melody in a single note and deliver a stellar performance (Banerjee et al., 2021). In the nutshell, whatever platform chosen due to changes of remote working system seemed does not affect the job satisfaction and the performance at workplace. The service delivery to the public should be as expected regardless the remote working system before, during or post COVID-19 in Malaysian public sector.

Research Methodology
Within a four-week period through cross-sectional survey, 100 respondents who work for SOCSO Kedah, were given the questionnaires that was used in the quantitative method. The correlational study is being used to examine the social support among employees whether there is positively correlated with emotional, informational, and tool support towards their resilience. Data was gathered from the staff who were available during the working hours. The results of descriptive analysis, correlation, and multiple regression were analysed using SPSS 26 software.

Result of Findings

In this study, to answer the research questions and the research objectives, the data was evaluated utilising a variety of statistical approaches. The results were representative of the respondents' demographics. The information was examined to identify the factors contribute to social support among SOCSO employees. Other than that, the results of the investigations whether the presented hypotheses are accepted or rejected. 100 people responded to the survey overall, and every single one of them completed it satisfactorily. The analysis of the results shows that, with a percentage of 77.5 percent, women make up most respondents, while men make up 22.5% of them. In order to understand the factors that contributed to the factors of social support among SOCSO employees, it follows that there were more female respondents than male respondents. The results indicated that the respondents are between the ages of 41 and 50, with a greater proportion of 45 percent and a lower percentage of only 2.5 percent for respondents who are above 50. This indicates that most of the respondents at SOCSO Kedah, who make up the greatest percentage of respondents by age, are between the ages of 41 and 50. The second-highest 25 percent of respondents were between the ages of 31 and 40. There have been four departments utilised as respondents. The results showed that 32.5 percent of respondents came from enforcement department, and 17.5 percent of respondents came from administration and benefits department. According to the education survey, 45.0 percent of respondents had a diploma. Degree comes in second with a percentage of 35.0, followed by SPM Certificate with a percentage of 15.5 and Master 2 with a percentage of 5.0. According to the results, 40.0 percent of respondents have a monthly income of between RM2001 and RM4000. The outcome also demonstrated that the second higher level of income ranges from RM4001 to RM10000 with a 35.0 percent. The majority of those who served for more than 4-6 years received the highest percentage (50.0%) in the results for length of service. According to the results, the length of service between 1 and 3 years came in second place with 27.5 percent.

The Extent of Social Support among SOCSO Employees

In order to answer the research objective, the researchers used descriptive statistics and SPSS version 26 to analyse the data and identify the factors of social support's among SOCSO employees. Descriptive statistics were used to produce concise descriptive coefficients that show how a certain piece of data might be understood from the entire sample. The researchers attempted to know the level of social support among SOCSO employees in accordance with the research questions and objectives. It can be seen as follows

Table 4.1
Demographic profile

Dependent Variables (DV)	N	Minimum	Maximum	Mean	Std. Deviation
Friend at work	100	3.00	5.00	3.9500	.81492
Have cooworker	100	2.00	5.00	4.1750	.81296
Get help and emotional	100	3.00	5.00	4.3500	.66216
Friend and helped	100	3.00	5.00	4.1500	.73554
Felt stressed	100	1.00	5.00	3.8750	1.28477
Happy Environment	100	3.00	5.00	4.0000	.75107
Good social network	100	1.00	5.00	4.4000	.90014
Valid N (listwise)	100				

The highest mean score from the first statement "I get the help and emotional support I need" was 4.3500, and most respondents expressed neutral agreement with the assertion. The range of the response was between 3.00 and 5.00, with a standard deviation of .66216. There were 100 respondents in the overall sample size. The researchers discovered that most respondents agreed that they should receive the assistance and the support they require. The mean score for the second statement, "I have a co-worker" was 4.1750, indicating that most respondents agreed with the statement. The range of the answers was from 2.00 to 5.00, with a standard deviation of .81296. The third statement, "A buddy helped me solve my difficulty," earned a mean score of 4.1500, with the majority of respondents agreeing with it. The range of the answers was between 3 and 5, with a standard deviation of .73554. Most of the respondents stressed that they believe "friend had helped me in solving my problem". The mean score for the fourth statement, ""My surrounding is a happy environment" was 4.000, indicating that the majority of respondents agreed with it. The range of the answers was between 3.00 and 5.00, with a standard deviation of .75107. The majority of respondents felt that the environment is joyful and happy. The mean score for the fifth statement, "I have a good social network," was 4.4000, indicating that the majority of respondents agreed with the statement. The range of the response was 1.00 to 5.00, with a standard deviation of .90014. The study discovered that most respondents felt that they feel positive about their social network. The mean score for the last statement, "I have a friend at work when I need

one," was 3.9500, indicating that the majority of respondents agreed with the statement. The range of the response was between 3 and 5, with a standard deviation of.81492. In conclusion, most respondents strongly agreed that having a friend at work is a source of social support.

Pearson Correlation

The researchers utilised Pearson correlation to describe the strength of the association between two variables in the study, categorising it as strong, moderate, or weak. In order to find the correlations between the variables, Pearson correlations were generated. Since a single construct in the questionnaire was tested by many items, the average score of the multi-items for a construct was calculated, and the score was employed in additional analysis such as correlation analysis (Guilford, 1956). The researchers then find a meaningful connection between the factors contribute to social support among employees. It can be seen as follows:

Table 4.2
Correlation between emotional and social support

Relationship between variables	R-value	P-value	Decision
Relationship between emotional and social support	.315	.000	H_a is accepted

Cowles (1974) as cited from Guilford (1956) claimed that correlation strengths based on Guilford Rules of Thumb are weak when they are 0.20 r 0.40. Based on the results from above table, the correlation value of r = 0.315, which falls within the range of 0.20 to 0.40, was found. This result showed that there was little correlation between social and emotional support. It demonstrates that hypothesis 1 is accepted for alternative hypothesis and rejected for null hypothesis. It also appears that respondents believed that their emotions were a contributing factor to social support at work. It was clearly shown that how emotional support, particularly following COVID-19 in Malaysia, affected the SOCSO employees' resilience. It also mirrors the work done by Edmondson & Lei (2016) found that emotional is significant relationship with social support among the employees and feeling such as happiness and complacent will increase the support towards resilience. The next research objective is to investigate whether there is a significant relationship between information and social support on employee's resilience at SOCSO in Kedah. It can be seen as follows:

Table 4.3
Correlation between information and social support

Relationship between variables	R-value	P-value	Decision
Relationship between information and social support	.711	.000	H_a is accepted

Guilford (1956) defined a high correlation as a correlation strength based on the Guilford Rules of Thumb of 0.70 to 0.9. Based on the findings, it can be concluded that information and social support among employees have a high correlation (r =.711, p =.000, p .05. R) demonstrates the relationship's strength. This research showed a clear association between

information and social support. It demonstrates that hypothesis 1 is accepted for the alternative hypothesis and rejected for the null hypothesis, and it seems that respondents thought that their knowledge was one of the major contributors to workplace social support. The impact of information support on SOCSO staff' resilience was well demonstrated, especially following COVID-19 in Malaysia. It also reflects the findings by (Lindsey, 2017) that employees will be more performed when the information is one of source at workplace and contribute to employee's resilience. The next objective of the research is to examine the relationship between tool and social support on employee's resilience at workplace. It can be seen as follows:

Correlation between tool and social support

Relationship between variables	R-value	P-value	Decision
Relationship between tool and social support	.812	.000	H_a is accepted

The association between a tool and social support is presented in Table 4.4. According to the findings, there is a strong association between the tool and social support that shows r =.812, p =.000, p .05. and R demonstrates the relationship's strength. It demonstrates that instrument as being one of high support for workers' resilience. As a result, it is acknowledged that a relationship exists between a tool and social support. Additionally, this study supports the researcher's findings in previous that social support and tools work together to help people perform and maintain resilience at work (Yost, 2016).

Discussion and Recommendations
Many researchers have shifted to social support over the past three decades, a phenomenon centred on networks (Lee et al., 2004; Uchino, 2012; Szkody et al., 2021; El-Zoghby et al., 2020). The total number of social positions held may have an impact on how mental health is impacted by social responsibilities like husband, parent, and worker. These findings suggested that the majority of SOSCO employees enjoy strong social support, especially from their co-workers. The length of service for these professionals is among the factors contributing to their high level of societal support. The results of the study show that emotional, information and tools show a significant relationship with social support which directly affects employees' resilience in the Malaysian public sector, especially SOCSO Kedah. The results of this finding show that tools have a strong relationship with social support among employees, especially after the COVID-19 pandemic which saw the remote working system for 2 years under WFH have an impact on social support. The possible explanation that might be mirror for the findings is tools are seen to play an important role because when working from home, the system used has many challenges such as poor internet access and the atmosphere of working at home which is sometimes not conducive affects employee's resilience. When the Malaysian government announced the return to work in the office in early 2022, remote system work returned to the original and tools were seen to play a very important role. Employees can perform if updated tools and internet access in the office are good and show good social support provided by the employer.
In recommendations, there are several actions can be focused by the employer's especially Malaysian Public sector. General support includes the supervisor expressing concern for the subordinate (also known as emotional support) or providing the subordinate with practical

assistance. Work-family support makes it easier for employees to manage their professional and personal relationships together. It is helpful to settle work-family problems or attitudes like empathy with one's goal for work-family balance, supervisor work-family support is the belief that one's supervisor cares about the individual's work-family well-being (Szkody et al., 2021). Organizational work-family support and perceived organisational support can be one of the best social supports for the employees. According to Shanock & Eisenberger (2006), Perceived Organisational Support (POS) relates to employees' general perceptions of how much their company appreciates them, cares about their welfare, and supports their socioemotional needs by giving resources to help manage a demand or role. POS can also contain content that is particular to a field, such as the perception of Family Support of Perceived (FSOP) Using POS and FSOP of work as a foundation perhaps can define organisational work-family support as the belief that one's employer is concerned about the employee's capacity to successfully balance their work and family responsibilities and promotes a supportive social environment by offering both direct and indirect work-family resources.

Modifications in their work-life situation, therefore flexible working hours lead to a more pleased and satisfying workplace. Because of this, there is a propensity to put in more effort and time to meet their now-ideal schedule and keep a healthy work-life balance. Szkody et al (2021) discusses how providing the freedom to arrive within a certain range of time allows each employee to drive comfortably, avoid rush hour, and in many cases cut their commute time in half, supports this suggestion. Additionally, this structure has the benefit of lessening the burden on road networks, which facilitates easier and more free-flowing traffic. Stress is more common while travelling in difficult and unpleasant circumstances, such as congested traffic and crowded public transit. Flexitime eliminates the stress and irritation that come with being late to work and people arrive with feeling more pleasant and prepared to perform the task after these tensions are eliminated. Flexible work schedules result in happier and more fulfilling is one of best solution for employee's resilience.

Conclusion
The COVID-19 pandemic has had an impact on employee resilience including government employees in Malaysia. During MCO, WFH applied, and the new working remote system affected the social support among the servants including SOCSO, Kedah. Therefore, the research objectives have been answered by try to know the extent of social support on employee resilience and factors contribute for. The results of the study show that all the variables such as emotional, information and tools have a significant relationship with social support. Tools is the highest correlation among the variables that contribute to social support, and this is maybe due to COVID-19 that changes the way of tools in remote working system. Therefore, some recommendations proposed by the researchers to increase the employee resilience through social support accordingly. The contribution of the study perhaps can develop the effective framework for organizations to strengthening the elements in social supports to increase the employee's resilience accordingly. The emotional, information and tools support should be more focused while remote working system changed drastically as COVID-19 affected the way of working system in disaster time to be more harmony environment. Perhaps in the future research, the wider scope of methods and the sample size can be more extended. Future researchers can extend the scope of independent variables to gain more findings that can generalize the social support on employee resilience especially in the public sector.

References

Abu Taher, M. (2018). Ensuring the well-being of the elderly: revisiting the role and adequacy of social protection schemes in Malaysia and the Philippines.

Banerjee, S. B., Jermier, J. M., Peredo, A. M., Perey, R., & Reichel, A. (2021). Theoretical perspectives on organizations and organizing in a post-growth era. *Organization*, *28*(3), 337-357.

Cheah, J. L. S. (2021). Harapan Mahathir Kepada Penjawat Awam Malaysia Baharu: Analisis Ucapan Tun Dr. Mahathir Mohamad. *Asian People Journal (APJ)*, *4*(2), 116-126.

Comfort, L. K., Kapucu, N., Ko, K., Menoni, S., & Siciliano, M. (2020). Crisis decision-making on a global scale: Transition from cognition to collective action under threat of COVID-19. *Public Administration Review*, *80*(4), 616-622.

Cowles, M. P. (1974). N= 35: A rule of thumb for psychological researchers. *Perceptual and Motor Skills*, *38*(3), 1135-1138.

El-Zoghby, S. M., Soltan, E. M., & Salama, H. M. (2020). Impact of the COVID-19 pandemic on mental health and social support among adult Egyptians. *Journal of community health*, *45*(4), 689-695.

Faisal, F., Noor, N., & Khair, A. (2019). Causes and Consequences of Workplace Stress among Pakistan University Teachers. *Bulletin of Education and Research*, *41*(3), 45-60.

Galluccio, M. (2021). Adaptive Decision-Making Process in Crisis Situations. In *Science and Diplomacy* (9-22). Springer, Cham.

Gorgenyi-Hegyes, E., Nathan, R. J., & Fekete-Farkas, M. (2021). Workplace health promotion, employee wellbeing and loyalty during COVID-19 Pandemic—Large scale empirical evidence from Hungary. *Economies*, *9*(2), 55.

Goyal, D., & Sharma, U. (2022). Emotion, Cognition, and COVID-19: A Study Exploring the Association Between Fear of COVID-19 Intolerance of Uncertainty and Decision-Making in Indian Adolescents. *Journal of Indian Association for Child and Adolescent Mental Health*, *18*(1), 92-99.

Grey, I., Arora, T., Thomas, J., Saneh, A., Tohme, P., & Abi-Habib, R. (2020). The role of perceived social support on depression and sleep during the COVID-19 pandemic. *Psychiatry research*, *293*, 113-452.

Guchait, P., Lei, P., & Tews, M. J. (2016). Making teamwork work: Team knowledge for team effectiveness. *The Journal of psychology*, *150*(3), 300-317.

Gulseven, O., Al Harmoodi, F., Al Falasi, M., & ALshomali, I. (2020). How will the COVID-19 pandemic affect the UN sustainable development goals? *Available at SSRN 3592933*.

Guntuku, R. K., Boini, S., Mary, D. R., & Kummeta, R. S. (2021). Impact of Empathetic Leadership Behaviour on Organizational Outcomes: Reference to Global political leaders and Companies during COVID times. *Turkish Online Journal of Qualitative Inquiry*, *12*(10), 122-130.

Hildisch, A. K., Froese, F. J., & Pak, Y. S. (2015). Employee responses to a cross-border acquisition in South Korea: The role of social support from different hierarchical levels. *Asian Business & Management*, *14*(4), 327-347.

Ingram, J., Hand, C. J., & Maciejewski, G. (2021). Social isolation during COVID-19 lockdown impairs cognitive function. *Applied Cognitive Psychology*, *35*(4), 935-947.

Jankelova, N., Joniakova, Z., Blstakova, J., Skorkova, Z., & Prochazkova, K. (2021). Leading employees through the crises: Key competences of crises management in healthcare facilities in coronavirus pandemic. *Risk management and healthcare policy*, *14*, 561.

Khalil, S. H., Zada, S. S., Tariq, M., & Irshadullah, M. (2018). Impact of intellectual stimulation on employees" job satisfaction. *Journal of Research in Social Sciences*, *6*(2), 152-167.

Kock, N., Mayfield, M., Mayfield, J., Sexton, S., & De La Garza, L. M. (2019). Empathetic leadership: How leader emotional support and understanding influences follower performance. *Journal of Leadership & Organizational Studies*, *26*(2), 217-236.

Lee, S. Y. D., Arozullah, A. M., & Cho, Y. I. (2004). Health literacy, social support, and health: a research agenda. *Social science & medicine*, *58*(7), 1309-1321.

Lim, L. L. (2022). *Key workers in Malaysia during the pandemic* (No. 81). ILO Working Paper.

Margherita, A., Elia, G., & Klein, M. (2021). Managing the COVID-19 emergency: A coordination framework to enhance response practices and actions. *Technological Forecasting and Social Change*, *16(6)*, 120-256.

Mayfield, M., & Mayfield, J. (2021). Sound and safe: The role of leader motivating language and follower self-leadership in feelings of psychological safety. *Administrative Sciences*, *11*(2), 51.

Mitcham, D., Taylor, M., & Harris, C. (2021). Utilizing social media for Information Dispersal during Local Disasters: The Communication Hub Framework for Local Emergency Management. *International Journal of Environmental Research and Public Health*, *18*(20), 70-84.

Nordin, N., & Hassan, M. M. (2019). Faktor-faktor yang mempengaruhi komitmen prestasi kerja dalam kalangan penjawat awam. Kajian rintis di jabatan kemajuan masyarakat, negeri Pulau Pinang. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, *4*(7), 11-20.

Obrenovic, B., Du, J., Godinic, D., Tsoy, D., Khan, M. A. S., & Jakhongirov, I. (2020). Sustaining enterprise operations and productivity during the COVID-19 pandemic:"Enterprise Effectiveness and Sustainability Model". *Sustainability*, *12*(15), 59-81.

Orgambidez-Ramos, A., & de Almeida, H. (2017). Work engagement, social support, and job satisfaction in Portuguese nursing staff: A winning combination. *Applied Nursing Research*, *36*, 37-41.

Rampal, L., Liew, B. S., Choolani, M., Ganasegeran, K., Pramanick, A., Vallibhakara, S. A., & Hoe, V. C. (2020). Battling COVID-19 pandemic waves in six South-East Asian countries: A real-time consensus review. *Med Journal Malaysia*, *75*(6), 613-625.

Raop, N. A., & Saire, N. K. (2021). Sokongan Sosial: Hubungannya Dengan Prestasi Kerja Dalam Kalangan Pekerja Di Perkeso, Johor. *Jurnal Sains Sosial: Malaysian Journal of Social Sciences*, *6*(1), 1-13.

Schiebener, J., & Brand, M. (2015). Decision making under objective risk conditions–a review of cognitive and emotional correlates, strategies, feedback processing, and external influences. *Neuropsychology review*, *25*(2), 171-198.

Sears, L. E., Agrawal, S., Sidney, J. A., Castle, P. H., Rula, E. Y., Coberley, C. R. & Harter, J. K. (2014). The well-being 5: development and validation of a diagnostic instrument to improve population well-being. *Population health management*, *17*(6), 357-365.

Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, *91*(3), 689.

Shukla, M., Rasmussen, E. C., & Nestor, P. G. (2019). Emotion and decision-making: Induced mood influences IGT scores and deck selection strategies. *Journal of clinical and experimental neuropsychology*, *41*(4), 341-352.

Smollan, R. K. (2017). Supporting staff through stressful organizational change. *Human Resource Development International*, *20*(4), 282-304.

Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, *30*, 20-32.

Stich, J. F. (2020). A review of workplace stress in the virtual office. *Intelligent Buildings International*, *12*(3), 208-220.

Sun, Q., & Ma, H. (2022). The intelligent decision-making process construction of emergency intelligence based on the big data: -taking the epidemic prevention and control of COVID-19 as an example. In *2022 the 5th International Conference on Information Management and Management Science,* 2(1),39-45.

Szkody, E., Stearns, M., Stanhope, L., & McKinney, C. (2021). Stress-buffering role of social support during COVID-19. *Family process*, *60*(3), 1002-1015.,

Tarantino, V., Tasca, I., Giannetto, N., Mangano, G. R., Turriziani, P., & Oliveri, M. (2021). Impact of perceived stress and immune status on decision-making abilities during COVID-19 pandemic lockdown. *Behavioural Sciences*, *11*(12), 167-175.

Thomas, G., Lynch, M., & Spencer, L. H. (2021). A systematic review to examine the evidence in developing social prescribing interventions that apply a Co-Productive, Co-Designed approach to improve well-being outcomes in a community setting. *International Journal of Environmental Research and Public Health*, *18*(8), 38-96.

Uchino, B. N., Bowen, K., Carlisle, M., & Birmingham, W. (2012). Psychological pathways linking social support to health outcomes: A visit with the "ghosts" of research past, present, and future. *Social science & medicine*, *74*(7), 949-957.

Uchiyama, Y., Furuoka, F., & Akhir, M. N. M. (2022). Gig Workers, Social Protection and Labour Market Inequality: Lessons from Malaysia. *Jurnal Ekonomi Malaysia*, *56*(3), 165-184.

Warrier, U., Shankar, A., & Belal, H. M. (2021). Examining the role of emotional intelligence as a moderator for virtual communication and decision-making effectiveness during the COVID-19 crisis: revisiting task technology fit theory. *Annals of Operations research*, 2(1) 1-17.

World Health Organization. (2021). *Guidance on community mental health services: promoting person-centred and rights-based approaches*. World Health Organization.

World Health Organization. (2022). World mental health report: transforming mental health for all.

World Health Organization. (2022). *Strengthening health emergency preparedness and response in the WHO South-East Asia Region building upon lessons learnt from COVID-19* (No. SEA/RC75/9). World Health Organization. Regional Office for South-East Asia.

Yost, P. R. (2016). Resilience practices. *Industrial and Organizational Psychology*, *9*(2), 475-479.