

COVID-19 PANDEMIC AND SUSTAINABLE PERFORMANCE: IMPLICATIONS FOR ORGANIZATIONS' MANAGEMENT

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Abstract: This study was a pioneering study. Organizations are the collection of human and non-human resources; these resources help organizations to attain competitive advantage and sustainable performance. No organization achieves sustainability without an efficient handling of its resources. Therefore, managerial orchestration and acumen is crucial. Organizations are more concerned about sustainability. Therefore, the current study has extended the body of knowledge of COVID-19 (C-19) pandemic, sustainable performance, psychological capital and safety management. Based on the contributions towards Resource based view theory (RBV) and Resource Orchestration Theory (ROT) the current study aimed to develop original framework of fear of covid-19 (C-19) pandemic on sustainable performance with mediated moderating role of psychological capital and safety management. Survey approach was used and cross sectional data was collected. AMOS-SEM was used for analysis of data. It's first generation statistical software. Measurement and structural models were developed. Hypotheses testing show that there is significant mediating role of psychological capital upon fear of COVID-19 (C-19) and sustainable performance along with moderating role of safety management. Researcher concluded that organizations should support their staff psychologically and facilitate them with safety measures to get sustainable performance. It would reduce the fear among employees. It would help the organizations, their policy makers how to attain competitive advantage and sustainability. A new model has been empirical tested and validated it will open new doors of research in organizational settings.

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Introduction

Human development perspective (2020) reported multidimensional strain took roots in early 2020 as the pandemic started and generated ambiguous situation between people to people, technology and people exposing health systems. 21st century stuck into generation inequalities and demanding enhanced capabilities. Organizations are in disarray to find the way to tackle external disasters in the current point of time countering a global threat of Covid-19(C-19). A newly discover virus that have speedy effect on the lungs and cause serious physical damage with ultimate death of humans (Ornell et al., 2020). This contagious virus has been given the name of corona virus mainly symptoms of flu, cough, high temperature and up to typhoid. At the moment of time medical experts, pharmaceutical companies and chemist are working overtime to develop a

vaccine to defeat COVID-19 as early as possible to safeguard previous human lives. The virus got birth in Chinese city of Wuhan Hubei province in ending days of December 2019 and came in to scene in January 2020. COVID-19 generated fear which quickly captured attention due to its suspicious symptoms, similarity to simple flu and cough issue, lack of treatment, growing rate of death. Initially Chinese medical experts proposed precautionary measures to deal it as social distancing, hand washing, covering face and strengthening amuse system. Medical expert alarm aged, sick people and children to take care in the presence of this disease due to its deadly affect on immune system. COVID-19 holds increasing death rate which rooted physical and also psychological effects under lockdown all sectors of economy. People are experiencing

depression, anxiety, stress and disappointment to cope with existing situation (Lai et al., 2020; Zhou et al., 2020).

Novel Virus Covid-19 is a global challenge and it is very difficult for countries to deal with it. The symptoms of Covid-19 appears in 2-14 days are dry cough, temperature, dyspnea ad fatigue (Wang et al., 2020). According to Bau et al (2020) in China mortality rate was 3.6% while it was 1.5% outside China as of March 1-2020. According to World Health Organizations (2020) till March 14, 2020 135 countries had confirmed corona cases, due to high mortality rate and infection rate people started getting fear of covid-19. Fear of contacting those individuals which are tested positive for corona virus (Lin 2020). Fear is directly related with morbidity, mortality and its transmission; this further creates mental health issues, psychological issues among individuals especially employees. This includes discrimination, stigmatization, and loss (Ahorsu et al., 2020). With these issues employees are not

able to make rational decisions, performing their duties appropriately. The management of the organizations are interested in sustainability, the current study has implications for the management in the organizations that how to get sustainable performance, for this purpose psychological capital and safety management can help to reduce the fear of C-19 and attain competitive advantage and sustainable organizational performance..The current study could help organizations; management to efficiently manage their human resources through giving them hope, high self-efficacy, providing proper safety management protocols at the workplace so that the employees help organizations to attain competitive advantage and sustainable performance.Resource based view (RBV) argued that human resources and employees are assets of the organizations. They help organizations to attain competitive advantage and sustainable performance. These assets should be treated in a polite way so that they feel secured, safe

and valued member of the organization (Malik et al., 2020; 2021)

Literature Review

Resources Based view (RBV) claimed that employees are the assets of the organizations and organizations may attain competitive advantage and sustainable performance. These assets cannot imitate by competitors. Therefore, organizations provide them all occupational safety measures so they feel proud to be part of ethical organization. Covid-19 has strong impact on psychological and mental health of individuals therefore, sustainability and sustainable performance is an issue for business organizations around the globe (Malik et al., 2021).

Currently focus has been given to vaccine development, and treatment of COVID-19 patients. The sustainable performance and safety measure yet to be measured. Countries Worldwide are trying their best to introduce vaccine for it but it is crucial to focus on having society

free of corona virus and its people should be free from fear of getting exposed to COVID-19 also significance of safety measure and sustainable performance are essential. One of the reasons is that previously very limited organizations were keen in occupational health and safety measures. But now it is mandatory for organizations to follow protocols of health and safety measures. It will create a sense of maturity among its employees (Khan et al., 2018); they feel valued, secured and safe and help organizations to attain competitive advantage and sustainability.

For workers in organizations and their working environment is badly affected due to COVID-19. It also affected their delivering services. Workforce has been exposed by different health issues such as stress, depression, anxiety also due to lockdown and lack of business activities thousands and millions of workers have lost their jobs. Numbers of organizations were not able to survive in the market. Workers those were retained during pandemic offered

their services in extreme tense situations lack of medicines, lack of equipments, high level of mortality, morbidity, lack of operational protocols (Khattak et al., 2020). These workers witnessed the deaths of their colleagues, subordinates and they have developed the risk of post-traumatic stress disorder (PTSD).

Workers working in health sector, manufacturing sectors, services sector, hospitality, tourism, leisure, education, information technology all have risk of exposed to deadly virus. Health workers have high risk. According to resource based view workforce, employees are the assets of the organizations; organizations have tangible and intangible assets, which cannot be imitated by competitors. Human resources such as employees are the assets of the organizations they help organizations to attain competitive advantage and sustainable performance. Therefore, it is essential for organizations to provide enough resources for safety measures so that their employee's productivity could be enhanced and they help

to attain sustainable performance (Malik et al., 2020).

Triple bottom line principle was first introduced in 1987 in Brundtland's. It has three dimensions i.e. economic, social and environmental performance. Economic performance is related with financial matters of the organizations, social is connected with wellbeing of employees and stakeholders while environmental performance deals with reduction of pollution, emission of carbon dioxide etc. Workforce in the current circumstance is open to physical and psychological risk under COVID-19. The challenging work environment, assessment and risk preparations are the measures to tackle unhygienic conditions (Iversen et al., 2008; Catton, 2020; Xing et al., 2020; Mubarak, Gorgenyi-Hegyves Fekete-Farkas, 2020). Moreover, COVID-19 covered each characteristic of humanity from physical to emotional, psychological wellbeing and economic survival. The study Wu et al. (2020) spotted anxiety, stress, depression and burnout are serious outcomes of COVID-19

across the globe. According to the study of Bertrand et al. (2020) COVID-19 crises take business towards layoff and closure in just over period of few months in all sector of economy including tourism, hospitality, leisure, education etc (Rogerson, & Rogerson, 2020). Business uncertainty have grown up in this crises as the duration of such disease is not fixed and also no clear measures to deal it discovered. The pandemic cause operational disruption, employee health risk, financial fragility and ultimately compel management decision to close business process. The pandemic is so ruthless that firms' duration forecasting may mislead and crises demolish organizational market value (Strulov-Shain, 2019). The economic depression caused by the pandemic elevated social stress resulting from business lockdown, stoppage of work and uncertainty of pandemic framework (Brodeur et al., 2020). Social or workplace contact is the critical element of the pandemic to draw fear of risk of transmission and psychological

effects in working and maintaining a social distance at workplace. Individual productive activities are tracked backwards and undefined for the time being (Martín-Calvo et al., 2020). Virtual activities started to run the business circle from home having social distance, but not possible to meet the requirements of physical working feature and deteriorate employment rate and disruption (Gupta et al., 2020). The service of IT and hospitality, sector helped to locate and maintain the goal of social distancing, GPS for travel history in work continuation to provide people for food and best services (Lomas, 2020).

Morale boosting will ease the work place issues that demands leaders to come with open and strong decision to operate business circle in worst operation stoppage (Halcomb et al., 2020). The IMF (2020b) has issues the guidelines to keep distance between people, limited activities during lockdown, business firms and their productivity level is very low, higher risk and uncertainty for business, has negative role upon economic conditions of the

countries. This lockdown has also some negative implication on such as frustration, unemployment, and negative impact on socio-demographic groups especially (World Bank, 2020; Jonas 2013). In European Union it was estimated that GDP will be reduced upto 1.6% during this pandemic. This will lead to insecure food, damage to economy, as well as other sectors such as, leisure, hospitality, tourism, job and frail structural conditions to handle (UNDP, 2020; Jonung & Roeger, 2006).

COVID-19 did give opportunity to take measures in start just to do some basic steps and broadly infected human development harder than ever in human history. The affect was so vulnerable and put crises at door step. Comprehensive assessment is not possible of human development in the presence of life risk. Human development index (HDI) is the point of estimation to understand this disaster. The closures of educational institutes are the measuring estimates in regard to human development. The activities raise a question of

whether education is compromised under virtual channel of education capabilities to access schools and learning process (UNDP, 2020). The United Nations concluded the pandemic shaped by the COVID-19 is more than of health crises since the existence of UN. It possesses unprecedented ways of systematic damages for society and economy. The IMF executives are positing this pandemic greater over economic depression which has seen by the global economies. The per capita income changes upside down in few months which were fighting and expected to lift in 2020. The experts experienced other psychological aspect that damage economic condition above the main cause due to this disease. The people are more exposed to heart attacks, strokes, and mental affects due to fear being placed by the COVID-19. People are avoiding tourism, hospitality, leisure and medical care centers that are critical for the health and reduction of stress in the society (Grady, 2020). The rising stress raced the use of alcohol, drugs,

poor diets laziness, less health maintaining exercise, hunger and unemployment (Chang, 2020). Full to smart lack down and self-lock down being adopted to protect the threatening harms but psychological issues have more critical implications and have enduring results (Juraneck & Zoutman, 2020). Roser et al. (2020) argued countering measures are successful to reduce this disease and its lasting effects. Social distancing haven't restricted the terror injected in the society and added to what people are facing at home, outside and total stoppage of entrepreneurial activities. Recently study conducted by Dunne, Rafferty and Farrugia (2021) reported that there is significant relationship between C-19 and psychological capital. It was also argued that lower level of fear of C-19 is due to high psychological capital and vice versa. Moreover, pandemic continues to effect workforces' psychologically which is a hindrance in freedom of movement. In the same way Alat, Das, Arora, and Jha (2021) also conducted survey in India and

found that C-19 has significant influence upon psychological capital, mental health issues and psychological distress. This implies that those employees which are high in psychological capital were found in promoting positive health behavior and got more social support. Thus, those organizations whose employees are high in psychological capital would be involved in healthy activities rather than dwelling into negative implications of traumatic events (Vibha et al., 2020). Based on the above discussion following hypothesis has been developed:

H₁: There is a positive significant impact of fear of COVID-19, on psychological capital

Psychological capital refers to stability in the attitude, behavior, emotions, positivity towards working environment (Luthans, 2013). Psychological capital has four dimensions i.e. self-efficacy, hope, optimism, and resilience. These psychological resources help employees to have more mental stability, behavioral stability and could help to overcome stress, anxiety,

depression and negative behavior. This could also help employees to enhance their performance and get competitive advantage and sustainability. Hope helps employees to get motivated, and achieve their objectives and organizational objectives. It is also called positive and motivated approach. Employees having hope have the power to reach their goals easily. Hope also develops the will power in employees to reach their destinations. Optimism is also a positive state it is measured by tasks and responsibilities completed by an employee. In optimism resources available to an employee and time taken by an employee to complete the task shows the output and productivity of an employee. Resilience is an ability of an employee to overcome difficult situations at workplace. Those employees who have high resilience are strongly bound with values of organizations. These employees are considered as loyal, committed, and faithful and they are capable of handling conflict and difficult situations at work settings. Self-efficacy was

introduced by Bandura (1997) it is an ability, trust and confidence of an individual on his/her abilities to accomplish their objectives. An employee high in self-efficacy is energetic and accepts challenges while individual's lows in self-efficacy are lazy in nature. Psychological capital could be useful as strategy by organizations to motivate employees so that they become productive members of the organizations especially during pandemic of novel corona virus COVID-19. According to Lopez-Nunez, Rubio-Valdehita and Diaz-Ramiro (2020) there is positive role of psychological capital upon sustainable performance. It was further argued in the study that instead of focusing on negative aspects, management of the organizations should give attention to positive psychological capital because it had a notable effect on strengths of workers as well as organizations' to improve workforce health, well-being and sustainable organizational performance. Based on the above reasons following hypothesis was developed:

H₂: There is a positive significant impact of psychological capital, on sustainable performance.

Safety management is considered as most effective tool and procedure to protect workforce at workplace from injuries and accidents. Safety management shows the commitment of an organization for the wellbeing and betterment of its workforce. Developing safety culture at workplace setting shows the philosophy and practice of management to reduce the unsafe behavior and it has positive results on employee productivity, performance and help in attaining sustainability. Therefore, it is imperative for management to build safety culture at workplace in order to develop an ethical behavior of reducing risk and unsafe behavior. Organizations need to find effective ways, strategies and formulate and develop policies to develop the safety culture and climate so the employees feel as valued members of the organizations it could build sense of loyalty among the workforce and they

will put extra efforts beyond the boundaries. Top management is responsible to formulate the policies and implement it through middle and lower level management (Lee, 2018).

Sustainable organizations need to provide support, hope, and encourage their employees to face difficult challenges, manage risk, and develop culture and climate of safety behavior to reduce their workforce from injuries, accidents and show ethical behavior in order to attain competitive advantage and sustainable performance. However, limited studies are available which empirically tested the relationship between fear of covid-19, and its impact on sustainable performance through integration of psychological capital and safety management. According to Labodova (2004) and Lee (2018) management of safety must be on proactive basis to minimize risks and accidents and it is essential for management and staff to actively participate in these activities. Fear of exposed to novel Covid-19 as affected the organizations and their

performance. it has negative impact upon sustainability, Khattak et al (2020) conducted study on fear of Covid-19 and found that it has significant impact upon mental health of employees due to which the workforce is not able to perform their duties and it directly affected sustainability. Similarly it was also argued that in order to boost up sustainable performance Rogerson and Rogerson (2020) and Lee (2018) explained that sustainable performance could be improvised through psychological capital and safety management. Alat et al (2021) reported the indirect mediating role of psychological capital, it was stated that psychological capital is one of the positive psychological resources which help management of the organizations to boost positive behavior in employees which could motivate employees to involve in healthy activities so that they may help organizations to achieve competitive advantage and sustainable performance. Previously Fang et al (2020) also are of the view that those employees who are high in

psychological capital promote health behavior at workplace. Likewise, it was also argued that positive psychological resources are the sources of encouragement and motivation in adverse events. According to cognitive appraisal theory explained that intensity of emotions which affects employees' relationship with organizations (Moors, 2017; Alat et al., 2021).

H₃: There is positive and significant mediating effect of psychological capital between fear of Covid-19 and sustainable performance

On the contrary individuals' safe behavior has been identified as the most important factor in achieving sustainability. It was also explained that little has been known about the moderating impact of safety management, safety related stress upon sustainable performance (Wang, Wang, Xia, 2018). Though safety has been improvised over few decades but still there are insecurities prevails among

workforce due to pandemic. It was essential to investigate the safety measures provided by the management to their employees during pandemic. Therefore following two hypotheses were postulated:

H₄: There is a positive significant impact of safety management on sustainable performance.

H₅: There is a significant moderating effect of safety management upon psychological capital and sustainable performance.

Research Methods

The aim of the study was to investigate the mediated moderation of psychological capital, safety management upon fear of covid-19 and sustainable performance. For this purpose survey approach was used. Survey is considered as one of the most appropriate method for data collection especially when the population and sample is huge. It saves time and cost and researcher could collect the data in limited time from big sample size. Structured questionnaires were used for data collection.

Researcher has collected primary data i.e. first hand data from different organizations, such as pharmaceutical industry, public and private health care organizations. One time data was collected i.e. cross sectional data was used in the study. The unit of analysis were organizations i.e. HR managers, HR general managers, directors, board members, were contacted for data collected. The data was collected from different organizations population of the study was 900 firms and 510 completed questionnaires were collected back and analyzed. Snow ball sampling techniques was used for selecting the sample. The data was collected in December 2020 till February 2021. Cover letter along with questionnaire was given to each respondent, and 3-4 days were given to respondents so that they may read and understand the questions and provide answer. It was also assured that data of the respondents as well as organizations would be kept confidential and it will not harm reputation of respondents nor organizations.

The instruments were adopted from previous studies. For fear of Covid-19 instrument has 7 items and it was adopted from Ahorsu et al (2020), while sustainable performance questionnaire was adopted from Yusliza et al., (2019) it has fifteen items 5 items for social, five items for economic and five items for environmental performance. Safety management instrument was adopted from Lee (2018) it has 5 items, and psychological capital instrument was adopted from Luthans (2013) it has 12 items, three items for self-efficacy, four items for hope, two items for optimism, and three items for resilience. All items for all instruments were measured on 7 point likert scale ranging from 1-strongly disagree to 7-strongly agree. For literature review, this paper is based on extensive systematic literature review. The main focus was given on issues, problems and challenges faced by organizations and their employees. The publication of United Nations, World Bank, and IMF and academic articles related with this study were used in the

existing paper. The literature related with the current study was used for purpose of data triangulation to give importance to the analysis. The literature was searched through different databases, electronic sources to highlight recent advanced studies on Covid-19 and its impact on sustainability.

AMOS-SEM was used to develop and test the measurement and structural model. According to Amaro, Seabra and Abrantes (2015) AMOS-SEM is more rigorous software. Measurement model basically consist of factor loadings and convergent validity (average variance extracted and composite reliability) while discriminant validity could be investigated through HTMT ratios. According to Hair et al (2017) threshold value for $AVE > 0.5$, for $CR > 0.70$ and factor loadings must be 0.50 to 0.70 and above. To test the hypotheses structural model was developed. It consists of bootstrapping with resample rate of 2000, beta, t statistics, p values, BCIUL and BCILL.

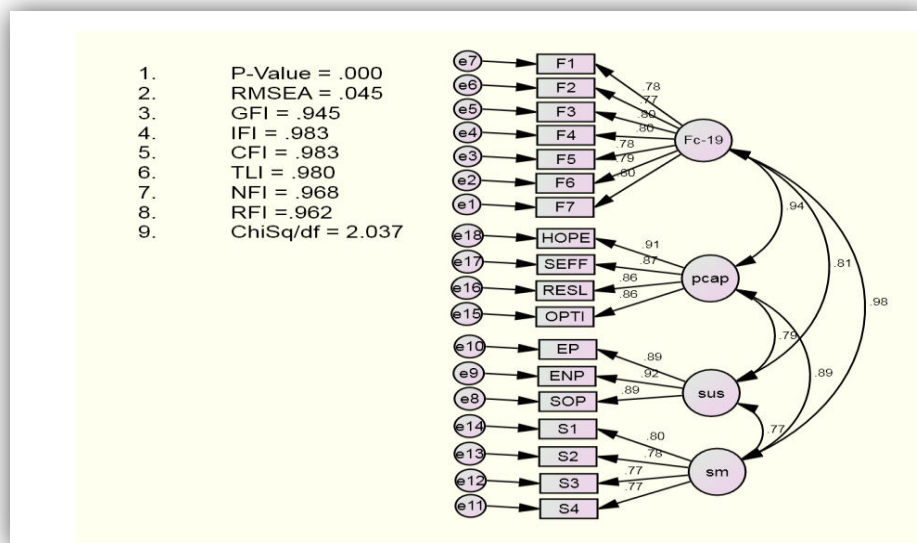


Figure1: Measurement Model Source: Developed in AMOS-SEM

Results

The response rate of the current study was 57.22%. HR directors, managers, senior managers, and general managers have participated in the survey. In the first stage measurement model was developed and tested in AMOS-SEM. See figure-1, results of measurement model are presented in Table-1. Only two items of sustainable performance i.e. item 1 & 2 and one item of safety management items 5 were excluded because the factor loadings were less than 0.5, it is evident from the

table-1 that factor loadings of all items of fear of COVID-19, psychological capital, safety management and sustainable performance are >0.7, furthermore, all values of average variance extracted are >0.5, values of CR >0.70 the threshold value of cronbach alpha is also >0.70 for all variables. In addition in this study there is second order variables i.e. sustainable organizational performance, it also shows that second order factor loadings and AVE, composite reliabilities also met

the threshold values. Moreover, discriminant validity was investigated through hetero-trait- mono-trait ratio and it is revealed from table-2 that all variables clearly show

discrimination from each other. On the basis of above discussion it can be said that validities and reliabilities of measurement model are established.

Table1:

Measurement Model

<i>Variable</i>	<i>Items</i>	<i>Loadings</i>	<i>AVE</i>	<i>CR</i>	<i>Alpha</i>
Fear of Covid-19	FC1	0.78	0.622	0.920	0.920
	FC2	0.77			
	FC3	0.80			
	FC4	0.80			
	FC5	0.78			
	FC6	0.79			
	FC7	0.80			
Safety Management	SM1	0.80	0.609	0.861	0.862
	SM2	0.78			
	SM3	0.77			
	SM4	0.77			
Psychological Capital	HOP1	0.79	0.616	0.865	0.875
	HOP2	0.76			
	HOP3	0.80			
	HOP4	0.79			
	OPT1	0.84	0.634	0.775	0.811
	OPT2	0.75			
	RES1	0.75			
	RES2	0.74			
Sustainable	RES3	0.76	0.563	0.794	0.825
	SE1	0.73			
	SE2	0.73			
	SE3	0.75			
	SP1	0.76			

Performance	SP2	0.78			
	SP3	0.73	0.578	0.872	0.868
	SP4	0.76			
	SP5	0.77			
	EC1	0.57			
	EC2	0.63			
	EC3	0.73	0.494	0.828	0.831
	EC4	0.79			
	EC5	0.77			
	ENP1	0.77			
	ENP2	0.81			
	ENP3	0.80	0.621	0.891	0.891
	ENP4	0.78			
	ENP5	0.78			
	2nd order su_sper	Social	0.96		
Economic		0.97	0.941	0.980	0.927
Environment		0.98			

Table 2:
 Discriminant validity HTMT Ratio

Fear of C19			
Psychological capital	0.894		
Safety management	0.868	0.816	
Sustainability performance	0.775	0.789	0.717

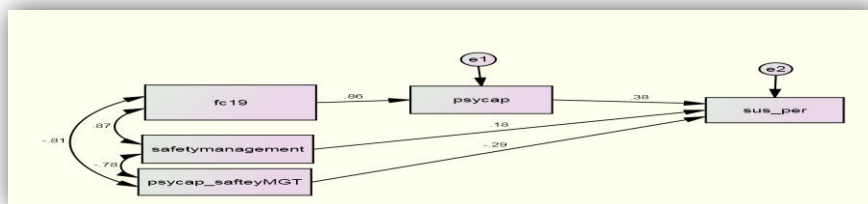


Figure 2: Structural Model Source AMOS-SEM

Table 3:
Testing Hypotheses Structural Model

Direct Effects	β	SE	T Stat	P	Support
FC-19 → psycap	0.860	0.022	39.09	0.000	Yes
Psycap → SP	0.358	0.042	8.523	0.000	Yes
SM → SP	0.165	0.048	3.437	0.000	Yes
Indirect Effect	β	p	LBC	UBC	
FC19 → Psycap → SP	0.308	0.001	0.189	0.424	Yes
Moderating Effects	β	SE	T Stat	P	
PC*SM → SP	-0.116	0.019	-6.105	0.000	Yes

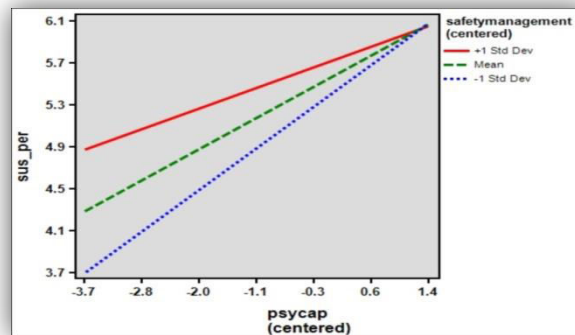
Note: PC*SM>moderating effect 1;FC-19>Fear of COVID-19; psycap>Psychological capital; SM> safety management; SP> sustainable performance

To test hypotheses bootstrapping with 2000 resample rate was run table-3 and figure 2. It was revealed from the analysis that fear of covid-19 has significant impact upon psychological capital ($\beta=0.860$, $t=39.09$, $p<0.01$), while psychological capital has also significant impact upon sustainable performance ($\beta=0.358$, $t=8.523$, $p<0.01$). Similarly safety management has positive and significant impact upon sustainability ($\beta=0.165$, $t=3.437$, $p<0.01$). In addition moderating effect of safety

management was also investigated on relationship between psychological capital and sustainable performance. it was found negative and significant. A moderator has changed the direction of the relationship between psychological capital and sustainable performance ($\beta= -0.116$, $t= -6.105$). In order to explain this in depth and to have in depth understanding of this moderating effect, moderation plot was also developed in interaction software. The plot was developed one standard deviation

above the mean and one standard deviation below the mean. There are three lines red, green and blue, red shows 1S.D above the mean (high moderating effect) , green shows at the mean (moderate effect) and blue shows 1 S.D below the mean (low moderating effect) Figure 3. High level of safety management interacts with high level of psychological capital and sustainable performance. this implies that when management of the organizations focus more on developing psychological capital and provide adequate safety measures and there is efficient safety management system could help organizations achieve high level of sustainability. This implies that by focusing on safety measurement and psychological capital high sustainable performance can be attained by the firms. On the other hand indirect effect of psychological

capital was investigated between fear of C-19 and sustainable performance ($\beta=0.308$, $p<0.01$, $LBC=0.189$, $UBC=0.424$) this implies that one unit change in psychological capital would increase 30.8% sustainable performance of the firms. There is no zero between LBC and UBC both are positive it means that psychological capital significantly mediates between C-19 and sustainable performance. Management of the organizations should use these positive psychological sources such as psychological capital it would help organizations' management as well as employees to promote positive and health behavior at workplace and ultimately help organizations to attain competitive advantage and sustainable performance. Thus H_1 , H_2 , H_3 , H_4 & H_5 are acknowledged.



Psycap > psychological capital; *sus_per* > sustainable performance; *safety management* ; *centered* > standardized

Figure 3: Moderation Plot +1SD, _1SD.

Discussion

The aim of this study was to investigate the mediated moderation effect of psychological capital and safety management upon fear of covid-19 and sustainable performance. The existing study has contributed pivotal findings to organizational research and management of the organizations. Researcher has also investigated that fear of covid-19 has strong effect upon psychological capital the effect size was higher this implies that organizations have to provide hope to their employees, encourage them to face difficult situations, the employees and workforce should have high level of self efficacy. Thus leads the

organizations to attain competitive advantage and sustainable performance. the most dominant relationship was found between fear of covid-19 and psychological capital (H_1) the findings of the current study got support from Khattak et al (2020) also found significant impact of fear of covid-19 on criterion variables. More fear of novel corona virus thus required more support to employees from management in from of psychological capital. Furthermore, psychological capital has also positive role upon sustainable performance (H_2). those employees who are high in self efficacy, have high level of hope, high level of resilience

could perform better in return organizational efficiency will be increased and sustainability will be achieved. The results of the current study are in line with findings of (Buseli, Gurrera, Caldi-Veltri, Battaglia, Baldanzi, &Cristaudo 2020). Furthermore psychological capital mediates between C-19 and sustainable performance (H₃), the findings of current study are in line with findings of Alat et al., (2021) also reported the significant mediating role of psychological capital between predictors and criterion. Further analysis of findings revealed that safety management has positive and significant impact upon sustainable performance (H₄),Moreover; safety management dampens the relationship between psychological capital and sustainable performance (H₅). It implies that occupational health and safety measures might help the organizations to enhance their sustainable performance (Catton, 2020; Chinazzi,et al., 2020). Due to fear of Corona virus employees have developed mental, psychological health issues, which

are hindrance in the sustainability of the firms. In this hard times both workforce (individuals, employees) and organizations needs sustainable performance this can only be possible by providing psychological support and facilitating employees through safety measures Cirrincione, Plescia, Ledda, Rapisarda, Martorana, Moldovan, Theodoridou, &Cannizzaro, 2020). The findings of current study are consistent with findings of the past studies of (Charoensukmongkol, &Phungsoonthom, 2020).

Conclusion

C-19 has restricted the way we live our lives, with these restrictions not only on personal lives but on organizations as well, it is difficult for organizations to survive in this competitive World.Understanding the sources of positive psychological resources such as psychological capital can help organizations to attain competitive advantage and sustainability in the business and organizations.To the best of researcher's knowledge this is one of the initial studies which have

investigated the mediated moderating role of psychological capital and safety management to reduce fear of pandemic and increase sustainability. It is imperative for policy makers and management of the organizations to focus on interventions to build psychological capital and occupational health and safety measures, so employees feel safe and secure to provide their best. They may involve in promoting healthy and positive behavior through lens of psychological capital. From the above discussions it is concluded that it is imperative for top management to develop policies to promote culture and climate of ethical behavior by providing safety measures at workplace so that their employees feel safe, and feel valued member of the organization as well as psychological support to employees is also crucial it will help organizations to get competitive advantage and sustainable performance. From the above conclusions it is recommended for management of the organizations that

psychological capital is helpful to prevent loss of well-being and thereby prevents psychological distress. Therefore management of organizations focuses more on these positive psychological resources. It will make employees more efficacious and the individuals will look for alternate solutions and ways to solve their problems and achieve their goals on time. Moreover, management should assure to strictly implement the novel Corona SOPs (standard operating procedures) at work place so lives of each individual must be safe. Employees must be provided by all the essential safety equipment for efficient and effective working. Besides several contributions, the existing study has few limitations. These limitations might be addressed in future studies. First the data collected for this study was cross-sectional data which limits the understanding of the subject matter; therefore future studies may test this model adopting a longitudinal data at different phases or use mix methods such as quantitative and qualitative

studies. Qualitative study help the researchers to understand the subject matter in depth and also it could be used as supplement to support quantitative studies. Second, the sampling technique also limits the generalization of the findings, one should be careful while generalizing the findings of the study to other sectors because severities of C-19 vary from country to country city to city. Third, though indirect effects and moderating effects in the study were significant but weak/moderate this is an indication about presence and existence of other moderators and mediators such as internal locus of control, risk management, copying styles, cognitive behavioral and affective resistance (Ho, Chee & Ho, 2020), organizational citizenship behavior towards environment (OCBE)(Malik et al., 2021). This will provide morerobust and innovative evidences in attaining sustainable performance.

Theoretical Contributions

According to resource based view theory human resources, human capital, financial resources and

financial capital are assets of the organizations. They help organizations to attain sustainable performance, but there is limitation of resource based view that having sufficient human and financial resources are not enough for firms to get sustainability, there is managerial orchestration is required for efficient handling and use of these resources. This limitation was overcome by resource orchestration theory (ROT). This study has significantly contributed towards RBV theory and ROT. If human plus financial resources are provided with support and safety measures they become more productive and help their organizations to achieve their objectives.

Implication for practices

The findings of the current study indicate that fear of covid-19 has impact on all the sectors of economy especially tourism, hospitality, leisure, education, IT, manufacturing, services etc. millions of people travel daily in different parts of the World for the purpose of education, jobs, marketing, sales, tourism,

hospitality etc. due to fear of getting exposed to covid-19 this movement has been banned in almost all the countries of the World. This had a negative impact on the economies of the countries as well as organizations. Millions of people have lost their jobs, business and are not able to survive in the market. Organizations must raise awareness through seminars, conferences and colloquiums to remove the fear of Covid-19 as well as provide the workforce with resources how to keep them safe from the deadly virus.

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