

Investigating the moderating role of resilience on perceived stress and psychological well-being of retail employees during the COVID-19 pandemic

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ABSTRACT

Introduction

The COVID-19 pandemic significantly altered traditional work arrangements, accelerating the adoption of remote work across various sectors. This transition posed new psychological challenges for employees, particularly in terms of perceived stress and well-being. Resilience may play a moderating role in buffering the negative effects of stress in such contexts.

Purpose

This study examined the moderating role of resilience in the relationship between perceived stress and psychological well-being among retail employees working under remote conditions during the COVID-19 pandemic.

Methods

A cross-sectional survey was conducted among head office associates of a South African retail organisation (Company X). Out of 1,500 surveys distributed electronically, 158 were completed. Standardised instruments – the Perceived Stress Scale (PSS-10), Psychological Well-Being Scale (PWB), Brief Resilience Scale (BRS), and a modified Survey of Perceived Organisational Support (SPOS) – were used to collect data. Analysis was performed using IBM SPSS Version 27, including the PROCESS macro to test for moderation effects.

Results

Findings revealed a significant negative relationship between perceived stress and psychological well-being ($\beta = -1.13, p = .01$). Resilience significantly moderated this relationship (interaction $\beta = -0.04, p = .02$), indicating that individuals with higher resilience experienced better psychological well-being despite high levels of perceived stress.

Conclusion

Resilience plays a crucial role in mitigating the adverse psychological effects of perceived stress in remote work environments. Organisations should prioritise resilience-building interventions and supportive structures to enhance employee well-being and adaptability during and beyond crisis situations.

INTRODUCTION

The COVID-19 pandemic has caused an unprecedented global health crisis, leading to significant economic disruptions and challenges for businesses around the world (Ali et al., 2022). It forced most, if not all, people globally to change their work routines (Davison, 2020; Richter, 2020). Employers had to adopt new strategies to maintain productivity as employees transitioned to working remotely (Matli, 2021).

Since the pandemic, remote work has grown significantly. Advances in digital technologies now enable organisations to hire individuals remotely to complete tasks efficiently. Computers have become faster and more affordable, and many regions now enjoy stable broadband internet access (Amankwah-Amoah et al., 2021). Additionally, improvements in video conferencing, cloud-based services, and desktop virtualisation have facilitated remote collaboration across knowledge-driven fields such as R&D, product development, and marketing.

There is substantial evidence that most employees wish to retain aspects of remote work in the future, particularly due to its perceived contribution to their overall well-being (Bartik et al., 2020). However, while many employees benefited from remote work, the lived experiences of those who transitioned abruptly from traditional workplaces to remote settings remain under-explored—particularly in South Africa’s retail sector (Matli, 2021).

This paper aims to explore existing literature and theoretical frameworks related to the topic. The following sections will present the research methodology, results, and discussion, followed by a conclusion that includes limitations and recommendations.

Purpose/Objectives of the Article

This study examines the impact of perceived stress on the psychological well-being of retail employees during the COVID-19 pandemic, with a specific focus on the moderating role of resilience.

Research Objectives

1. To examine the moderating role of resilience in the relationship between perceived stress and psychological well-being.

2. To investigate the moderating effect of employee resilience on the psychological well-being of individuals working under remote conditions.

Remote Working Conditions During the Pandemic

The global economy slowed considerably due to the COVID-19 pandemic. In situations where employees could not perform their duties at physical workplaces, remote work policies became critical for maintaining business continuity (Abulibdeh, 2020). During lockdowns, remote working allowed employees to operate from the safety of their homes via digital platforms suited to their roles. Davison (2020) noted that pandemic-induced lockdowns compelled most office workers to adopt remote technologies—such as collaboration platforms and video conferencing tools—to perform their duties in innovative ways.

A notable benefit of remote working has been the development of new digital skills among employees, which may help transform organisational culture over time (Al-Habaibeh, 2021). The business case for remote work is now well-established, showing positive outcomes for both employees and organisations (Emre & De Spiegeleare, 2021). Anecdotal evidence suggests that paid work is no longer tied to fixed hours or specific locations—especially for professionals, managers, and white-collar workers (Felstead & Henseke, 2017).

Nevertheless, remote employees had to adapt to new expectations while proving their productivity under pandemic pressures (Matli, 2021). The sudden shift to remote work often occurred without sufficient organisational infrastructure to support employees through this change (Burrell, 2020). Employees required support in areas such as communication, clear expectations, policy implementation, work-life balance, and mental well-being (Shipman et al., 2021).

Lack of adequate support during remote work can lead to burnout, fatigue, and difficulties in separating work from personal life (Davis & Green, 2020). Some employees, particularly women, faced heightened stress due to fears of job loss associated with reduced productivity (Jain & Mohanan, 2020). Burnout, cynicism, and inefficacy are closely linked to the manageability of job demands and levels of emotional exhaustion (Malesic, 2022).

Additionally, isolation is a significant concern for remote workers. According to Jaiswal and Arun (2020), employees often view themselves as disconnected from organisational structures, and limited workplace interaction undermines corporate culture and collaboration.

Other challenges include difficulties in achieving work-life balance. Employees often feel conflicted between completing work-related tasks and managing domestic responsibilities (Graham et al., 2021). This “stretching of time” blurs the boundaries between personal and professional life, potentially leading to underperformance. Sarbu (2018) describes this as *work-to-life conflict*, which arises when job responsibilities interfere with personal life. Increased domestic pressures—such as virtual homeschooling, financial stress, and exposure to illness or bereavement—have compounded stress and isolation, leading to sleep disruptions and poor mental health outcomes (Bezak et al., 2022). The inability to separate work and home life has intensified this psychological strain.

Furthermore, remote workers often experience work intensification, finding it difficult to disengage from job demands due to unrealistic expectations (Vartiainen, 2021). This leads to work-related fatigue (Palumbo, 2020), contradicting the belief that remote work reduces stress by eliminating commutes. Davis and Green (2020) found that the average “pandemic workday” extended by approximately three hours, altering traditional work patterns. Remote employees frequently overwork themselves beyond normal office hours (Soga et al., 2022).

The shift to remote work has also changed communication dynamics, management practices, and leadership styles (Grint, 2020). A significant challenge has been the lack of face-to-face interaction between teams and supervisors. Organisations had to reconfigure traditional workflows and adopt digital tools to sustain productivity. Training and organisational support are therefore essential for maintaining effective and sustainable remote work environments.

Despite its benefits, remote work raises concerns about employee psychological well-being and job performance. Poor psychological safety and well-being negatively affect employee efficacy (Obrenovic et al., 2020). Understanding

and addressing these psychological issues is critical for improving employee outcomes in remote work settings.

Psychological Well-being (PWB)

Psychological well-being (PWB) is important both as a standalone concept and because of its potential influence on physical health. The World Health Organization (2006) defines health as “a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.” Importantly, PWB entails more than the mere absence of psychological disorders such as anxiety or depression (Trudel-Fitzgerald et al., 2019). As a result of the COVID-19 pandemic, employees are now confronted with increasingly demanding personal and professional expectations. Over time, however, excessive demands and limited resources are likely to deplete individuals’ energy reserves, ultimately diminishing psychological well-being (Meyer et al., 2021).

Remote work during the pandemic often led to long working hours at home, contributing to feelings of isolation, disconnection, and burnout, which, in turn, significantly reduced employee morale (Pattnaik & Jena, 2020). Many employees may also have developed mental health conditions as a consequence of the pandemic (International Labour Organization [ILO], 2020a, 2020b). For many, this was their first time working remotely full-time and in isolation from coworkers, friends, and family. The disruption of daily routines has added to individuals’ anxiety, stress, and financial strain (ILO, 2020a, 2020b). Consequently, organisational leaders and human resource (HR) professionals must take active steps to monitor and support the well-being of remote workers (Donnelly & Johns, 2020).

In addition to organisational demands, domestic challenges—such as the quality of interpersonal relationships at home, childcare responsibilities, and eldercare—may not support the new remote work model. This is especially true for individuals with significant caregiving duties, such as parents or those living with elderly relatives (Song & Gao, 2020). Organisations striving to maintain business continuity through remote work conditions (RWC) may have underestimated the emotional and psychological impacts of these life changes on employees (Madero Gómez et al., 2020). A people-centred

approach to business processes, workplace culture, and employee support is therefore essential (Ahmed et al., 2022).

Although remote work has become the “new normal,” it represented a major departure from normalcy for many employees. Thus, organisational leadership and HR departments must implement measures to mitigate stress and promote employee resilience (Liang & Cao, 2021).

Perceived Stress

Perceived stress refers to an individual's evaluation of a stressor's severity and their perceived ability or resources to cope with the challenge (Liu et al., 2021). Several early studies on COVID-19 reported elevated levels of stress-related mental health conditions—including anxiety, depression, and psychological distress—as well as unhealthy coping behaviours such as increased alcohol and tobacco consumption (Lindau et al., 2021).

How an individual manages stress can greatly affect both mental and physical health and overall quality of life. In today's fast-paced environment, stress is nearly unavoidable. Long work hours, performance demands, and pressure to succeed make work one of the most common sources of stress (McEwen, 2022). During the pandemic, perceived work stress intensified due to the demands of remote working. Understanding how employees experienced these conditions—and how these experiences impacted their psychological well-being—is vital. Research shows that perceived stress and coping mechanisms significantly affect psychological health, social functioning, and physical well-being (Babore et al., 2020).

Resilience

There is limited research on employee resilience and well-being during the pandemic, particularly under remote working conditions. Approximately 70% of organisations reported difficulty adapting to remote work (Society for Human Resource Management [SHRM], 2020). Literature indicates that employee morale and engagement are positively linked to resilience and well-being (Pattnaik & Jena, 2020). The concept of resilience, drawn from positive psychology, refers to the ability of individuals and organisations to effectively navigate challenges (Cooke et al., 2021).

Employee resilience is defined as the capacity to recover from stress and exhibit behaviours that contribute to organisational sustainability. An individual's resilience is influenced by the work environment (Näswall et al., 2019). Employees who possess high resilience are typically better able to handle uncertainty, adapt to change, and manage stressful circumstances. Their ability to overcome adversity and seek out opportunities for growth enhances organisational performance (Näswall et al., 2019). Accordingly, resilience served as a critical coping mechanism during the COVID-19 crisis and the shift to remote work.

Resilient workers are often characterised by enthusiasm, optimism, hope, emotional intelligence, flexibility, autonomy, adaptability, and the ability to find meaning in difficult experiences (Grant & Kinman, 2020). Despite its importance, resilience-building through HR policies remains underexplored. According to Khan et al. (2019), key HR practices that enhance resilience include thoughtful job design, effective communication, financial and non-financial benefits, and opportunities for professional development. These factors collectively build organisational support, which, in turn, strengthens employees' ability to cope with stress. This study adopts the social support theory as its theoretical framework, which will be discussed in the following section.

METHODS

The retail sector was significantly impacted by the COVID-19 pandemic. Between March and April 2020, retailers dealing in textiles, clothing, footwear, and leather products experienced a dramatic 92% decline in trade sales—an alarming situation for the South African retail industry, highlighting the urgent need to explore business continuity management (BCM) strategies (Redda, 2021).

To examine the role of resilience in the relationship between perceived stress and psychological well-being, a cross-sectional survey was conducted among associates at Company X's head office, which comprises approximately 2,700 employees. The required minimum sample size of 337 was determined using the widely accepted sample size determination table developed by Krejcie and Morgan (1970).

It is acknowledged that potential biases could have emerged during the data collection phase, potentially influencing the study's outcomes. Such biases may have limited the generalisability of the findings to broader populations, especially if the sample did not adequately reflect the diversity and complexity of the target population.

Population and Sample

The sample was drawn from Company X, an anonymous South African retail organisation with a multi-channel operation and a total of 1,596 outlets. A total of 158 head office associates participated in the study. The participants were categorised into five role groups:

1. Team Member
2. Team Leader/Supervisor
3. Manager
4. Functional Director/Head
5. Executive (C-Suite)/Managing Director

Data Collection Instruments

Survey of Perceived Organisational Support (SPOS)

To measure remote working conditions (RWC), the Survey of Perceived Organisational Support (SPOS) was used. Organisational support, as defined by Eisenberger et al., (1986), refers to employees' perceptions of how much the organisation values their contributions and cares about their well-being. The SPOS was adapted for this study to reflect remote work contexts and employed a 5-point Likert scale to evaluate job satisfaction, organisational respect, and employer care. The modified survey also assessed the extent to which work encroached on personal life as a result of remote working conditions.

Psychological Well-Being Scale (PWB)

The 42-item Psychological Well-Being Scale, developed by Ryff (1989) and later refined by Ryff et al. (2007), was used to assess six dimensions of well-being: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Participants responded on a 6-point Likert scale to indicate how accurately each item described them. Higher scores reflected greater well-being. The scale provides a comprehensive and theoretically grounded measure of psychological functioning across these domains.

Brief Resilience Scale (BRS)

Resilience was assessed using the Brief Resilience Scale (BRS) developed by Smith et al. (2008). The scale consists of six items—three positively worded and three negatively worded—to mitigate response bias (Cronbach, 1950). Respondents rated their agreement on a 5-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (5). Higher mean scores indicated greater resilience. Smith et al. (2008) reported Cronbach's alpha values between .80 and .91 across four different samples, suggesting high reliability.

Perceived Stress Scale (PSS-10)

The Perceived Stress Scale (PSS-10) developed by Cohen et al. (1983) was employed to assess participants' perceived levels of stress. This 10-item self-report scale evaluates how unpredictable, uncontrollable, and overloaded respondents perceive their lives to be. The PSS-10 includes questions that reflect current levels of stress and psychological tension in daily life.

Data Analysis

Data analysis was conducted using IBM SPSS Statistics Version 27. Descriptive and inferential statistical methods were applied to explore relationships between variables. Two-tailed tests were performed, and statistical significance was determined using a threshold of $p < .05$. All p -values were rounded to three decimal places, with values smaller than .001 reported as .001. Analyses focused on assessing associations between perceived stress, psychological well-being, and resilience, as well as examining resilience as a moderating variable.

RESULTS

Survey Response Rate

The survey was distributed online to approximately 1,500 associates at Company X's head office. Only 158 associates across different strata completed the survey, resulting in a response rate of 46.8%.

Demographic Variables

More than half of the respondents (64.9%) were female. The majority were aged 31 years and above. The organisation's contribution levels were grouped into five categories; however, only four categories were represented in the responses. Two-thirds (66.5%) of the respondents were team members, while a smaller proportion comprised

functional directors (4.4%), managers (13.9%), and team leaders (15.2%). Most participants (87.4%) had been employed in the organisation for more than two years.

Table 1:
Demographic Variables

Variable	Category	Percent (%)
Gender	Female	64.9
	Male	35.1
Age Group	22-30 years	15.2
	31-39 years	43.7
	≥ 40 years	41.1
Level of Contribution	Team member	66.5
	Team leader/Supervisor	15.2
	Manager	13.9
	Functional Director/Head	4.4
Years at Organisation	≤ 1 year	12.7
	2-5 years	22.8
	6-10 years	28.5
	≥ 11 years	36.1

Perceived Stress

Over half (50.9%) of respondents reported emotional distress due to unexpected events. About 55.7% indicated they felt unable to control important aspects of their lives. Nearly two-thirds (62.6%) experienced nervousness and stress during the lockdown. Despite these findings, 86.1% felt confident in their ability to handle personal problems, and 73.5% agreed that things were going their way. More than half (51.3%) reported rarely feeling overwhelmed by their workload. A majority (84.2%) were able to control irritations, and 81.7% felt on top of things. However, 51.9% experienced anger in response to external circumstances. Lastly, 67.7% indicated they had never encountered insurmountable obstacles.

Table 2:
Perceived Stress

Item	Never (%)	Sometimes (%)	Often (%)
1. I was upset by unexpected events	17.7	22.8	59.5
2. I felt unable to control important aspects of my life	19.0	25.3	55.7
3. I felt nervous and "stressed"	15.2	22.2	62.6
4. I felt confident in handling personal problems (R)	3.2	10.8	86.1
5. I felt things were going my way (R)	7.6	19.0	73.5
6. I could not cope with everything I had to do	22.2	29.1	48.8
7. I was able to control irritations (R)	3.8	12.0	84.2
8. I felt on top of things (R)	3.8	14.6	81.7

Item	Never (%)	Sometimes (%)	Often (%)
9. I became angry due to external circumstances	24.7	23.4	51.9
10. I felt that difficulties were piling up beyond what I could handle	32.3	35.4	32.3

Psychological Well-being

Less than half (41.2%) of respondents agreed that daily life demands caused them hardship. Over half (57.6%) expressed satisfaction with their life achievements. Additionally, 50.7% reported no difficulty maintaining relationships, and 51.9% disagreed with the statement "I lived life one day at a time." A strong majority (84.2%) viewed life as a process of learning and growth, while 83.6% valued experiences that challenge personal and worldviews.

Table 3:
Psychological Well-being

Item	Agree (%)	Neutral (%)	Disagree (%)
1. Everyday demands often got me down	46.2	12.7	41.2
2. I felt disappointed about my life achievements	34.8	7.6	57.6
3. Maintaining close relationships was difficult and frustrating	39.9	9.5	50.7
4. I lived life one day at a time and did not think about the future	36.7	11.4	51.9
5. Life has been a continuous process of learning and growth	84.2	3.2	12.6
6. New experiences that challenge how I think are important	83.6	3.8	12.7

Perceived Organisational Support

Slightly under two-thirds (65.2%) disagreed that the organisation failed to appreciate their extra efforts during remote work. A similar proportion (65.8%) believed the organisation would reasonably accommodate work-life balance requests. Over half (58.2%) disagreed that the company would exploit remote workers. Additionally, 75.3% disagreed that the organisation showed little concern during remote work, and 54.4% believed their employer would understand if tasks were delayed.

Table 4:
Perceived Organisational Support

Item	Agree (%)	Neutral (%)	Disagree (%)
1. The organisation failed to appreciate extra effort (R)	20.9	13.9	65.2
2. The organisation would accommodate work-life balance requests	65.8	10.1	24.1

Item	Agree (%)	Neutral (%)	Disagree (%)
3. The organisation would exploit remote workers (R)	24.7	17.1	58.2
4. The organisation showed little concern for me during remote work (R)	13.2	11.4	75.3
5. The organisation would understand if I couldn't complete a remote task on time	54.4	13.9	31.7

Resilience

An overwhelming majority (91.2%) agreed that they recover quickly from hardship. Most respondents (69.6%) disagreed with struggling to cope with stress. Similarly, 72.2% stated they bounce back from stress quickly, and 70.3% agreed they handle difficult times with ease. Finally, 72.1% disagreed that it takes them long to recover from setbacks.

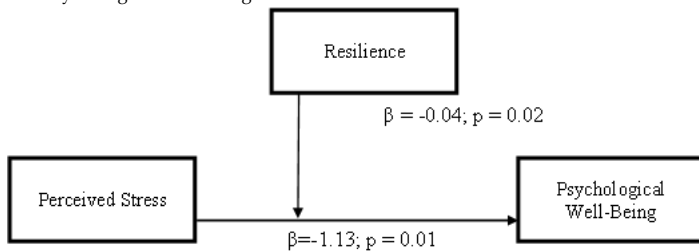
Table 5:
Resilience

Item	Agree (%)	Neutral (%)	Disagree (%)
1. I bounce back quickly after hard times	91.2	2.5	6.4
2. I have a hard time coping with stress (R)	22.8	7.6	69.6
3. I recover quickly from stressful events	72.2	7.0	21.0
4. It is hard to snap back after bad experiences (R)	24.1	6.3	69.7
5. I handle difficult times with little trouble	70.3	8.9	20.9
6. I take a long time to recover from setbacks (R)	21.6	6.3	72.1

Moderating Role of Resilience

According to Baron and Kenny (1986), a moderator affects the strength of the relationship between an independent and a dependent variable. In this study, perceived stress was the independent variable (X), and psychological well-being was the dependent variable (Y). The SPSS PROCESS macro (Hayes, 2018) was used to assess whether resilience moderated this relationship.

Figure 1:
The Moderating Effect of Resilience on the Relationship Between Perceived Stress and Psychological Well-being



The model summary indicated that the combination of perceived stress and resilience explained 6.03% of the

variance in psychological well-being ($R^2 = 0.0603$, $F = 3.2961$, $p = .0221$). Perceived stress significantly predicted psychological well-being ($\beta = -1.13$, $p = .01$), with a negative beta indicating an inverse relationship. The interaction term was also significant ($\beta = -0.04$, $p = .02$), confirming that resilience moderates the relationship between perceived stress and psychological well-being.

Theoretical Framework

The Transactional Model of Stress and Coping

The Transactional Model of Stress and Coping, developed by Lazarus and Folkman (1984), has significantly influenced the field of psychology. The model provides a comprehensive framework for analysing the cognitive and behavioural processes individuals use to perceive and respond to stressors. It highlights the dynamic nature of stress as a process that results from continuous interactions between a person and their environment, including ongoing cognitive appraisals and coping efforts (Lazarus & Folkman, 1984).

The model posits that individuals engage in two types of cognitive appraisal: primary appraisal, where the stressor's significance is assessed, and secondary appraisal, where the individual evaluates their ability to manage the stressor. Lazarus and Folkman (1984) categorised coping strategies into two broad types: problem-focused coping, which seeks to change the stressful situation, and emotion-focused coping, which aims to regulate emotional responses to the stressor. The choice of coping strategy is influenced by individual appraisals, personality traits, social support, and contextual factors.

Lazarus and Folkman (1984) also examined how chronic stress and ineffective coping strategies contribute to negative health outcomes, highlighting the importance of understanding individual differences in coping capacity. This theoretical model aligns with the current study, which investigated the moderating role of resilience in the relationship between perceived stress and psychological well-being.

Hypothesis Tested

1. There is no moderating effect of resilience on the relationship between perceived stress and psychological well-being.

DISCUSSION

The purpose of the study was to examine the moderating role of resilience in the relationship between perceived stress and psychological well-being, grounded in the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984). According to the model, stress arises from the ongoing interaction between an individual and their environment, involving continuous assessment and adaptive responses.

The study found no statistically significant relationship between demographic variables and either perceived stress or psychological well-being, though individual experiences likely vary depending on contextual conditions. The model summary (see [Figure 1](#)) revealed that perceived stress and resilience jointly explained a portion of the variance in psychological well-being. Specifically, perceived stress significantly and negatively predicted psychological well-being. The statistically significant interaction term confirmed that resilience moderated this relationship, indicating its protective role.

Psychological well-being encompasses more than the absence of mental illness; it includes positive functioning across several domains (Trudel-Fitzgerald et al., 2019). The pandemic introduced increased personal and professional demands, which negatively impacted employee morale and well-being (De Klerk et al., 2021). Despite this, only 41.2% of participants agreed that day-to-day life challenges caused significant hardship, suggesting that a substantial portion of employees at Company X maintained a positive psychological state during remote work.

Resilience, as discussed in positive psychology, refers to the capacity to adapt and recover from adversity (Cooke et al., 2021). At Company X, employees exhibited notable levels of personal resilience, which helped buffer the negative effects of stress on psychological well-being. Drawing on adaptive self-regulation theory (Tsui & Ashforth, 1994), it is evident that individuals who maintain control over their responses to adversity—especially in remote work settings—are better equipped to maintain psychological well-being.

Furthermore, Liu et al. (2021) argue that perceived stress is influenced by an individual's appraisal of the threat posed by a stressor and their confidence in available coping

resources. The results of this study suggest that participants demonstrated both lower perceived stress levels and effective coping during the pandemic. These outcomes align with the Transactional Model, reinforcing the idea that resilience operates as a coping mechanism that shapes individuals' interpretation and management of stress (Lazarus & Folkman, 1984).

Limitations of the Study

A notable limitation was the relatively low response rate (46.8%) among the target sample. This may limit the generalisability of the findings. Additionally, the study focused solely on employees in the retail industry, excluding perspectives from other sectors that could offer broader insights into the dynamics of resilience and psychological well-being across different work contexts.

CONCLUSION

This study investigated the moderating effect of resilience on the relationship between perceived stress and psychological well-being among retail employees during the COVID-19 pandemic. Guided by the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984), the research highlighted how dynamic interactions between individuals and their environments shape responses to stress. The findings revealed that while perceived stress undermines psychological well-being, resilience acts as a protective factor, reducing its negative effects. These results affirm the value of resilience as a coping mechanism and a key element in adaptive self-regulation, particularly in remote work conditions.

Recommendations

Based on the findings, it is recommended that:

- Future research should explore strategies to reduce perceived stress, particularly in remote work environments.
- Organisations should implement and evaluate stress management programmes and employee support systems to promote psychological well-being.
- Further studies should investigate initiatives aimed at enhancing employee resilience as a core component of organisational health.

- Researchers should also examine the impact of flexible work arrangements on employee well-being in post-pandemic work settings.

Ethical Approval: This study was approved by the MANCOSA Research Ethics Committee (MREC Reference Number: 029/2021). A gatekeeper letter was also obtained from the Chief People Officer of Company X to authorise access to participants.

Conflicts of Interest: None declared.

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