

A Rallying Cry: Mental Health Condition of Employees due to Covid-19 and its impact on Talent Management.

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Abstract

As the manufacturing sector had come to a sudden halt due to the immediate effect of lockdown it hurt the movement of people and commodities disrupting talent management and all production activity. The variables affecting employees; mental health has previously been the subject of domestic and international studies. This study is an explorative study on the major elements impacting talent management since the Covid period has affected the manufacturing industry directly and indirectly. The sample taken from Bhubaneswar consists of employees from both the genders belonging to lower, middle and upper levels of the hierarchy of their organizations. The study tries to find out the difference in the opinion of employees at various demographic levels and tests the relationship between the dependent variable talent management in the organization with three independent variables which are psychological distress, sleep disorder and post-traumatic disorder. The implications of the study will help employees to resolve few problems relating to talent management and other physiological and psychological aspects which are important elements for performance of an employee; the discussion has been proved with few statistical tools like independent t-test and linear regression analysis.

Keywords – Psychological Distress, Sleep disorder, Post Traumatic Disorder, Talent Management.

1. Introduction

Covid-19's unexpected knock has completely upended our way of life. The World Health Organization states that because we were so unprepared for the scenario, the rapid exposure of humankind to a pandemic has caused psychological distress (anxiety, despair, and stress) among individuals. Most people are in a state of fear of contracting the virus and those who have contracted the virus have experienced Post-Traumatic Disorder (fear of getting triggered by the experience of any event). According to a recent poll by Happy Plus Consulting of more than 20,000 Indians, seven out of ten Indians experience regular anxiety and worry. Uncertainties around Covid-19, health, economic empowerment, pressure at work, and relationships with friends and family are major sources of stress. A different study that included and over 5,000 professionals revealed that 53% of respondents stated their jobs cause them a great deal of stress. Based on the study findings of Indian Psychiatric Society there has been a spike of 20% in mental health problems due to covid-19. As the manufacturing sector had come to a sudden halt due to the immediate effect of lockdown it hurt the movement of people and commodities disrupting talent management and all production activity. The variables affecting employees' mental health have previously been the subject of domestic and international studies. According to the literature, these elements are mostly related to society, occupation, and the workers themselves (Zhang & Zhang et.al 2017). Even while the majority of mental health issues are common and curable, the stigma or unfavorable preconceptions attached to them sometimes prevent employees from discussing the problem. Many workers conceal their mental health difficulties, even in somewhat progressive organizations out of concern that doing so may harm their professional relationships, ruin their careers, or even jeopardize their jobs (a study of logical Indian). Millions might live in filth, and the predicted 690 million starving people could rise to 132 billion by the end of the year as a result of the pandemic's severe economic consequences and society, due to low and inconsistent wages, a lack of social aid, and employees who are still motivated to work, frequently in dangerous conditions, putting their families and themselves at further risk. Additionally, people may use undesirable coping techniques including asset stress sales, fraudulent lending, or child labor when confronting income losses.(WHO). An online survey was conducted in Bhubaneswar, Odisha that is located in eastern India, during April 2021 and May 2021. The mental health issues faced by workers in eastern Indian industries have received little attention.

The critical role of Talent Management: The term talent management refers to a meticulously planned, strategic process of bringing on the right personnel, training the talents, and making sure that they reach their full potential while keeping organizational objectives in mind. The War for Talent, written by McKinsey Consultants in 1998, popularized the idea of talent management (TM) (Axelrod, Handfield-Jones, & Michaels, 2002). This book emphasized the value of TM and sparked fervent interest in the topic. The function of talent management includes hiring, training, supervising, and retaining the talents of the organization, the outbreak of covid-19 has resulted in sudden halts in the hiring process, cutback of positions, and pay freeze which had created a challenging situation in the process of talent management. Employees had a constant fear in their minds given their job security, resulting in a decline in performance and negative behaviors towards the workplace. Employees with undiagnosed mental health problems typically

have more serious and expensive health problems. In fact, type 2 diabetes is twice as likely to be experienced in people with mental health conditions, and stroke and heart attack risk are also twice as high in this group. All of this results in productivity loss and lost workdays, which may significantly affect how well businesses run. According to a report by ASSOCHAM, about 43% of employees in India's private sector have mental health problems at work. Additionally, according to WHO data from 2017, India accounts for 18% of all instances of depression worldwide.

1.1 Objectives of the study

The goal of this study is to comprehend how Covid-19 affects employees' mental health and its impact on talent management..

The study specifically discusses psychological distress, sleep disorder, post-traumatic disorder of employees and its impact on talent management.

The study will contribute to the literature on talent management of manufacturing employees of Odisha.

1.2 Scope of the study

The research is confined to Bhubaneswar. The respondents are limited to employees who belong to manufacturing industries. The study has been conducted with a limited sample size. The researcher distributed the questionnaire among 420 of the employees. But after receiving the response from them it has been found that from 352 questionnaires were properly and duly filled in by the employees.

2. Literature Review

2.1 Psychological Distress

The unpleasant emotions or sentiments a person has when they are swamped are known as psychological distress, and they can have a significant negative impact on day-to-day activities. Anxiety, melancholy, and distraction are just a few of the bad symptoms that can come from this kind of psychological distress. Because of the high stress, a person is more prone to suffer from negative health issues when this occurs.

2.1.1 Family-work conflict

Frone (1992) for instance, those who are psychologically distressed a lot are more prone to have heart problems, strokes, or suicidal thoughts. Past studies have revealed that family-work-life conflict has induced a stressful situation among working men and women.**Capuzzi (1995); Beauregard, (2011); Harvey (2017), Lodge & Umberson, (2014)**..Psychological discomfort and family work conflict are though different segments of women's well-being but they interact with one another, the study revealed that there has been a loss in organizational productivity estimated at around 40 billion a year mostly seen in women due to family-work conflict Given the importance of both job and family, several ongoing stresses and resources related to these areas of one's life have been recognized as significant factors affecting one's mental health at work and as potential causes of the mental health disparity between men & women

2.1.2 Job Insecurity

Joelson and Wahlquist (2017) when a worker's employment isn't stable, or when they believe it is, it's considered to be insecure, provided the following broad description of workplace collapse: there is a scenario of stable employment in the outset. The anticipation phase, which follows, is a time of ambiguity during which employees begin to feel increasingly anxious about their positions and the possibility of losing their jobs. The prospect of losing a job may arise after the anticipation period, or the decision can be reversed. Fear of losing work and the constant airing of COVID-19-related news and messages made employees frustrated and depressed, which has affected their way of thinking. **Witte, Vander Elst, and De Cuyper (2015)** both physical and mental health have been shown to suffer from job insecurities. In a well-known investigation of the impacts of employment uncertainty, **(Kasl and Cobb)** noted alterations in blood pressure and serum cholesterol levels. One of the main psychological dangers in the modern workplace is perceived job insecurity, it has been defined generally as the sensation of being at danger of losing one's work or a general worry about the position's future viability, Covid-19 has increased employees' perceptions of uncertainty.

2.1.3 Lifestyle

Agrawal and Kaushik (2021) have underlined in their study that the Lifestyle of employees has drastically changed as a result of the COVID-19 issue. Potentially beneficial changes in daily life have attracted less attention than prevailing adverse consequences, which have gained the majority of research attention. Panicked purchases of critical items including food and medications after the lockdown were announced, the lockdown was prolonged in parts, and the first phase, which lasted from 24 March 2020 to 31 May 2020, was remarkably difficult due to the severely limited public mobility, except vital and emergency services. It also has affected working style, the adverse effects were evident amongst employees movement restrictions and safety regulations had a significant impact on peoples' routine activities, while social and recreational activities vanished. is affecting people's food patterns, daily job schedules, and physical activity. Lockdown measures forced the governments of the different nations to close schools and universities, fire people from their employment, or overwork healthcare staff to handle the infection rise. Unprecedented activities have brought about an unavoidable change in social norms and customs. A sudden transition from a fast-paced to a sedentary way of life has had both beneficial and bad consequences on the general populace in this age of globalization. While some people have developed new interests or routines, many others—particularly the earning group of society—have experienced worry and sadness.

2.1.4 Loneliness

Anand & Mishra, (2019) *Human beings are social animals* but the unexpected and huge magnitude of social distancing has been like a thunderbolt in the lives of people affecting humankind's moral desires for social connection and inculcating a feeling of loneliness. The study revealed that over 36% of British respondents to COVID-19 reported feeling lonely

occasionally or frequently, and from April to September 2020, loneliness considerably rose in the US. (**Mäkinemi & Oksanen et.al 2021**) additionally, during COVID-19, more young adults in Finland than in any other country in Europe reported feeling lonely. Loneliness has been linked adversely with employee productivity and wellbeing. **Bluth & Neff (2018) p. 605**) Self-compassion is outlined as "a making reference about ourselves in times of distress that is associated with increased compassion and diminished discernment, health and wellbeing of shared humanity and lowered isolation, significantly larger consciousness and less placed above a white identifier with difficult emotions ".**Liu & Hanzel (2021)** employees experience feelings of loneliness that affect their social behavior.).With rising of Covid cases from 24% to 66% significantly raised the bar for unemployment and loneliness.

2.1.5 Workplace-Relationship

Kossek & Distelberg, (2009) stated in the study that the responsibility of HR does not only get confined to the work done by the employees but also to look after the talent's psychological aspect. The work-relationship in the workplace does enhance the working environment and productivity of the employees. Managers and psychologists need to understand the social support links as negligence does lead to workplace stress scenarios. A recent study in Forbes has stated that workplace interactions are crucial to employees' wellbeing. More than just "getting along" with a coworker is important. Humans are social creatures that yearn for human interaction and connection. Unfortunately, work can be a rather isolating environment for many individuals. While you're certainly aware of the adage "I'm here to work, not to make friends," it's crucial for employers to recognize the value of interpersonal relationships at work. Relationships with coworkers are crucial to the well-being of full-time employees since they spend the bulk of their time at work. These connections may have a beneficial or bad impact on a worker's stress levels, output, and general happiness. These variables have an impact on employees' health as well as work performance.

2.1.6 Stress, Anxiety, Depression

Aly and Neymr (2021) have studied that the psychological side of the pandemic has increased the effect of stress, anxiety and depression given the changes caused because of COVID-19, mental health has become a crucial issue that requires care.. Studies revealed that many HCWs felt confused and stigmatized, resisted going to work, or considered quitting because they were fearful of spreading the disease to their friends, family, and coworkers, which directly or indirectly have affected the productivity of HCWs.**Carroll et al., (2009)** have mentioned in the study that these unpredictable scenarios, like the COVID-19 epidemic, can cause stress, which lowers workers' productivity. The risks that exist in the workplace because of pandemics not only divert workers' attention from their task but also endanger their lives at work by posing health risks

2.1.7 Work Pressure

Bishwas and Sushil, (2016). (Rani et al., (2013); Mensah et al., (2016) have looked into the study work pressure is a worldwide issue that affects the productivity of organizations and well being of the employees, it comes to the picture when the work assigned exceeds the capacity of the individual. Better health channel has revealed that after musculoskeletal diseases, the

2nd common compensated sickness or injury in Australia is stress at job. According to NHSC absenteeism ratio has increased due to the inability of employees to handle the work pressure. Businesses need high-performing personnel to continue to operate and maintain itself. However, amid uncertain external circumstances that may impact the well-being of their employees, it becomes challenging for enterprises to remain consistent in their operations. These unpredictable scenarios, like the COVID-19 epidemic, can cause stress, which lowers workers' productivity.

2.2 sleep disorder -

Sleep and mental health are intertwined with each other. Irregularity in sleep patterns lead to various sleep disorders affecting psychological well-being. After all, it is rightly said if someone is in a bad mood "woke up on the wrong side of the bed" it's apparent that there is a quite deal of truth in this idiom that sleep is directly linked to mental and emotional well-being and has been linked to disorders including bipolar disorder, anxiety, and depression among others. The Associated Chambers of Commerce and Industry of India polled corporate workers in India in 2012 and found that 78 percent of them receive less than six hours of sleep each day, which might lead to major sleep issues.

2.2.1 Work Performance

(Spiegel, Leproult, & Van Cauter(1999) a 2013 poll revealed that 93% of Indians are sleep deprived, obtaining under 8 hours each night, and that 58 percent think their work continues to suffer as just a consequence of the lack of sleep, 11% take time off work due to their lack of sleep, and 11% have fallen asleep at their jobs as a result of a bad night of sleep.. **Akerstedt(1995), Dement & Mitler, (1993); Ribet & Derriennic, (1999); Roth & Ancoli-Israel (1999)** stated in the study poor sleep may influence the metabolic and endocrine systems, raising the risk of diabetes-related complications. Poor sleep has been connected to several mishaps, accidents, and work difficulties. **Garbarino (2016); Magnavita and Garbarino, (2017)**. For a worker's health, safety, wellbeing, and productivity, sleep is crucial. Disturbance in sleeping patterns can also lead to decreased productivity and memory function for the job as well as lower control over emotions and hostility, which can increase hostile and belligerent conduct at work. In seminal research, Rosekind and colleagues looked at data from numerous US businesses and discovered that for the average good sleeper, the annual cost of diminished productivity owing to inadequate sleep was \$1,293 per person (based on income). This was raised to \$2,319 for those who were in danger of not getting enough sleep, \$2,796. This study also discovered the diminished capacity to satisfy procrastination demands, mental and interpersonal expectations, output needs, and pressure of work performance were all contributory factors to the reduced productivity.

2.2.2 Job Dissatisfaction

Raon and Smith (2001) studied that employee who are affected with a sleep disorder are more likely to commit mistakes and errors in the workplace partially due to increased reaction and judgment time. A study in America in 2014 depicted that around 52% of employees were

dissatisfied from their job and problems were evident from the low-satisfied employees resulting into sleep disorders, stress, and anxiety all of these impacted their productivity. Employee fatigue before the pandemic resulted in annual healthcare expenses of up to \$190 million. Depression and anxiety are estimated by the (WHO) to cost the world economy \$1 trillion annually in lost productivity. The emotional toll imposed by the coronavirus epidemic will probably exponentially raise that value. A recent study found that 40% of workers cite dissatisfaction as their primary reason for quitting their position.

2.2.3 Working Hours

Virtanen and Jen, (2009) have revealed in their study working above 55 hours per week as opposed to 35–40 hours per week was linked to incident sleep problems. Long working hours and fatigue are the stressors for disturbed sleep patterns as employees are more exposed to the work time. **Jehan and Zizi (2017)** stated that high job stress and long working hours add up to sleep disorders among employees, resulting in fatigue and decreasing efficiency.

2.2.4 Age

Loudon and Muurlink (2014) have stated in their study employees with the passage of time and aging effect are also on the radar of sleep disorders, and the impact of retirement, and occupational experience, results in sleep deprivation in the middle years. A large amount of further research points to the distinct rise in individual variances in physiological, social, and personal requirements among aging shift workers. **Ribet and Derriennic (2022)** have stated in the study that with the increasing age, employees do experience sleep disorders, a connection between irregular circadian rhythms and the disruption of some human functions, such as a reduction in attention, motivation, and concentration, as well as a slowing of the perception-motility process.

2.2.5 Obese

Oksanen and Kawachi (2013) have observed in their study obese individuals are more likely to get severe illnesses and pass away as a result of COVID-19. A developing body of research shows that those who sleep too little have a higher risk of obesity and weight gain than those who get 7 to 8 hours a night. **Lille and France (2020)** from their retrospective study Out of 124 patients, 84 (or 75.8%) had a BMI over 30 kg/m², showing significant rates of obesity among SARS-COV-2 patients admitted to critical care. In this regard, it is thought that the decreased sleep duration may be connected to the rise in obesity and overweight cases. **Brum and Filho (2020)** have revealed in their study that 18-20% of individuals do work night shifts, majorly seen in the USA and Europe. The intake of unbalanced calories by the employees has added to the obesity. Study(WebMD) reveals that individuals having high BMI Index develop more soft tissue in the airways which results in snoring and sleep disorders thus affecting daily functioning.

2.2.6 Work Load

Newson and Wright (2022) have stated that employees to prove efficiency do take up extra work load, hence having to devote more than required time resulting in Sleep deprivation or additional labour to make up for the lost productivity may become a tiresome cycle. **Akerstedt and Fredlund (2002)** disclosed in the study that when adjusted for age and gender, it was shown

that long hours, a heavy work load for the workweek, vibration exposure, and "having to hurry" seemed to be the key risk factors for sleep deprivation.

2.3 Post-Traumatic Disorder -

Individuals who have encountered a startling, terrifying, or deadly incident may develop post-traumatic stress disorder (PTSD). According to Marter, workplace PTSD can have a detrimental influence on absenteeism, work performance, efficiency, effectiveness, and effectiveness. It is normal to experience fear both during and after a distressing event, in order to protect against or escape danger, fear causes several partitioned changes in the body. Study revealed that employees who have been infected covid-19 are experiencing a post-traumatic disorder, having a fear to be infected with it again hence they are less eager to move out of the workplace.

2.3.1 Occupational Risk

Utzon-Frank (2014) Studies have shown that occupational risk is a significant component in post-traumatic disorder in workers, with a comprehensive study finding that the prevalence of PTSD among firemen was 9.4% before and after an industrial trauma and 12.1% after it. According to a thorough research by Berger (2012) (and Lee and Lee, 2020), 7.3% of firefighters experienced PTSD. Despite the fact that 1.5% of employees reported being engaged in a catastrophe incident or other catastrophes at work, many incidents could go unreported, leaving a large number of employees vulnerable to work - related accidents that could result in physical and mental stress.

2.3.2 Poor coping skills

Walton (2013) studied that In order to maintain one's physically and mentally welfare, coping, which is the act of using behavioral and cognitive methods to manage difficult or risky situations, is essential. The organizational environment and coping strategies under work pressures that employees are experiencing during the COVID-19 emergency are precarious.

2.3.3. Traumatic Life event

Kessler (2005); Pabayo (2017) have researched and stated that according to estimates, in the U.S, 50% of women and 50% of males have gone through at most one traumatic experience., with other studies indicating percentages as high as 80 percent within particular populations. Compared to the general population, women who live in poverty have incredibly high rates of mental illness, including psychological distress, and (PTSD). **Brooks and Rubin (2018)** employees who all have experienced cataclysm in the workplace like factory-fire or collapse of building were found to have a significant percentage of rising PTSD rather than employees who have not. Type I trauma is defined as trauma exposure brought on by a single traumatic occurrence, and those working in commercial organizations or in other occupations where trauma exposure is not common are more likely to experience this type of trauma. Type II

Trauma2 is a condition that can afflict people who work in professions where they are regularly exposed to stressful experiences, such as rescue service personnel.

2.3.4 Social Support

Keane and Fairbank, 1983 in the study have stated that Vietnam veterans have experienced a strong sense of PTSD due to a lack of social support which was traumatic and difficult for them to handle. Receiving social support was found to be a major predictor of PTSD as well as a substantial positive predictor of happiness and PTG. **Finch and Rees(2015)** Social support may improve well-being, so someone who receives a lot of assistance at work will likely feel safer and more at ease.

2.3.5 Family History

Sautter and Cornell's (2002) Retrospective research on the African mining sector from 2006 to 2010 revealed a 0.09 percent prevalence of PTSD in general. **Kellerman (2007)** studied that research conducted has given the results as employees with a family history of PTSD have shown they are more prone to a greater deal of anxiety and stress. A large percentage of American adolescents experience or witness violent events, and those youth who have a family history of drug misuse or mental illness are more likely to have post-traumatic stress disorder, as well as a "change in performance, physical health problems, social disengagement, absenteeism, unpredictable behaviors, greater friction in the workplace, and an increase in drug usage," It also revealed that PTSD may cause a "change of personality."

2.3.6 Work-Life Balance

Schwartz and Adair (2016) stated in their study that the crucial thing that most of us miss out on in our race to an ever-wealthy, high-status existence is striking a balance between work and life. Employees frequently compromise their desires for their work, which can make it difficult to maintain appropriate work-life integration (WLI), which leads to psychological distress, deviation in attention, and low productivity. **Shanafelt and Bonne (2012)** have studied that employee do face burnout due to a lack of balance between work and life, and emotional exhaustion comes in place leading to quitting jobs.

1.3 Hypothesis of the study

The following hypotheses are formulated based on the factors taken from literature review.

H1: There is a difference in the opinion between male employees and female employees about talent management.

H2: There is a difference in opinion between married and unmarried employees about talent management.

H3: There is a substantial influence of family-work conflict on talent management.

H4: There is a substantial influence of job insecurity on talent management.

H5: There is a substantial influence of lifestyle on talent management.

- H6: There is a substantial influence of loneliness on talent management.
- H7: There is a substantial influence of workplace-relationship on talent management.
- H8: There is a substantial influence of stress, anxiety, depression on talent management.
- H9: There is a substantial influence of work pressure on talent management.
- H10: There is a substantial influence of work performance on talent management.
- H11: There is a substantial influence of job dissatisfaction on talent management.
- H12: There is a substantial influence of working hours on talent management.
- H13: There is a substantial influence of age on talent management.
- H14: There is a substantial influence of obese on talent management.
- H15: There is a substantial influence of workload on talent management.
- H16: There is a substantial influence of occupational risk on talent management.
- H17: There is a substantial influence of poor coping skills on talent management.
- H18: There is a substantial influence of traumatic life events on talent management.
- H19: There is a substantial influence of social support on talent management.
- H20: There is a substantial influence of family history on talent management.
- H21: There is a substantial influence of work-life balance on talent management.

3. Primary Data Analysis

The formula proposed by (Yamane, 1967) to calculate the size of the sample is as follows:

The sample size is $3123/[1+ (0.05)^2 \times 2841] = 351$, where N is the total population of the research region, which is 2841, and is the standard deviation (SD), which is 0.05.

Source: Admin and HR Departments of the manufacturing sector belonging to targeted organizations.

Table 3.1 Structure of the Questionnaire

S. No	Topics	Scale of Measurement	No. Of Questions	Cronbach Alpha Factor
1	Demographics	Nominal/Categorical	4	N/A
2	Psychological Distress	Likert Scale	7	0.898
3	Sleep Disorder	Likert Scale	6	0.864
4	Post-Traumatic Disorder	Likert Scale	6	0.878

Reliability of the questionnaire was tested through Cronbach alpha test that measures reliability, or internal consistency formulated by Lee Cronbach (1951). The factor analysis that was conducted for the pilot study of 65 variables identified 19 variables to be fit (has higher p value) from 26 variables which were initially grouped under their respective 3 factors viz. psychological distress, sleep disorder, post-traumatic disorder. The result from the pilot study facilitated the researcher to conduct another survey from the same population but of a larger size, with help of the formula given by Yamane (1967) the sample size was determined which is of 351.

According to the objectives of the study the following analysis approaches were implemented which will justify the topic of the research. Firstly, the hypothesis which measures relationship with independent and dependent variables to be validated through a goodness of fit test, there are two types of hypotheses one which has nominal category and another in the Lickert's scale category. To test hypotheses which have variables in nominal category which are gender and marital status the researcher has conducted Levene's (1960) independent t-tests to test if k samples have equal variances. Secondly, for the hypothesis which has variables that fall in the scale category were tested through linear regression to find whether. The independent and dependent variables differ markedly from one another.

Table 3.2 Descriptive statistics of marital status and gender

Marital_status			Gender		
	N	Mean		N	Mean
Unmarried	183	4.3989	Female	174	4.4828
Married	169	4.4615	Male	178	4.3764

The Independent-Sample t Test examines the means of two different groups to see whether the population parameter values are statistically significantly different from the group mean values. The test for equality of variances yields an F-statistic and a significance level (p-value). We may infer that the variances within our groups are identical if the relevance (p) value is more than 0.05 (i.e., $p > .05$).

Table 3.3 Levene's Test

		Levene's Test for Equality of Variances		Hypot hesis
Marital status		F	Sig.	
Talent Mana	Equal variances	1.272	.000	Accept Null

gement	assumed			Hypot hesis
Gender		Levene's Test for Equality of Variances		
		F	Sig.	
Talent Mana gement	Equal variances assumed	2.543	.000	Accep t Null Hypot hesis

When comparing the statistical differences in the mean of two groups and the outcomes, the Independent Samples t Test is frequently utilized. The result of Levene's t tests suggests rejecting the null hypothesis and further interpretation is that the variance of opinion about talent management in male employees are significantly different than that of female employees.

Table 3.3 Regression analysis

Model		Sig.
1	Family-work conflict	0.098
2	Job Insecurity	0.094
3	Lifestyle	0.000
4	Loneliness	0.000
5	Workplace-Relationship	0.000
6	Stress, Anxiety , Depression	0.093

7	Work Pressure	0.091
8	Work Performance	0.088
9	Job Dissatisfaction	0.084
10	Working Hours	0.081
11	Age	0.000
12	Obese	0.000
13	Work Load	0.074
14	Occupational Risk	0.000
15	Poor coping skills	0.071
16	Traumatic Life event	0.000
17	Social Support	0.067
18	Family History	0.000
19	Work-Life Balance	0.066

Regression analysis is a statistical tool used for creating a model and examining how the variables relate to one another. It looks to see how closely two or more independent variables are related. Testing of Hypothesis is used to do this. As a result of linear regression hypothesis testing, we reject the following null hypotheses shown in Table 3.3 that are represented by the variables which resulted in a Sig. value of 0.000 or less than the acceptable value of 0.05. The study from the linear regression analysis accepts the null hypothesis for the variables which resulted in a Sig. value of 0.05. and above. Refer Table 3.3

4 Findings of The Study

Family work conflict has the highest significance level, followed by job insecurity and stress, depression and anxiety. From the above table we observe that from the factor psychological distress has lifestyle, loneliness, work relationship these three hypotheses do not have significant relationship with talent management. Similarly, under the factor sleep disorder variables age and obesity resulted in a lower p value than 0.05 and the third factor post-traumatic disorder had three variables which resulted in a lower significance value than 0.05 they are family history, traumatic life events, occupational risk.

Hence, the from the hypothesis testing it is observed that three variables under factor psychological distress lifestyle, loneliness, workplace-relationship have no significant impact on talent management, under factor sleep disorder two variables age and obese and under the third factor post-traumatic disorder two variables which has been observed from the hypothesis testing traumatic life event and family history do not have any significant impact on the talent management.

5 Conclusion

Past studies have revealed that family-work-life conflict has induced a stressful situation among working men and women **Capuzzi (1995)**, from the sample taken for the study it is observed that family work conflict has the highest significance level. Talent management is highly impacted from the peace of mind, work pressure will induce conflict in family and hence will lead to underperformance. Furthermore, job insecurity has second highest significance value; previous literature has supported that job insecurity which follows ambiguity during which employees begin to feel increasingly anxious about their positions and the possibility of losing their jobs. The prospect of losing a job may arise after the anticipation period, or the decision can be reversed. Fear of losing work and the constant airing of COVID-19-related news and messages made employees frustrated and depressed, which has affected talent management.

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