

**“Job demands and job resources in healthcare organizations during the Covid-19 pandemic:
implications for digital-based training programs”**

Programma Formativo

The impacts of COVID-19 on workers and workplaces across the globe have been dramatic. This broad review of prior research rooted in work and organizational psychology, and related fields, is intended to make sense of the implications for employees, teams, and work organizations. The research gaps are identifiable: (a) emergent changes in work practices (e.g., working from home, virtual teamwork) and (b) emergent changes for workers (e.g., social distancing, stress, and unemployment). Also, potential moderating factors (demographic characteristics, individual differences, and organizational norms) will generate various effects.

Health workers on the front line of treating patients with COVID-19 experience the most immediate and potentially severe stressors associated with the pandemic. Reports in the media have highlighted reactions to the demands associated with COVID-19 due to prolonged exposure to long work hours and an inability to help large numbers of patients (Romo, 2020). Researchers have begun to examine the impact of the demands associated with COVID-19 as predictors of health and well-being among healthcare professionals (e.g., Preti, Di Mattei, Perego, Ferrari, Mazzetti, Taranto, Di Pierro, Madeddu, & Calati, 2020; Rodriguez, Medak, Baumann, Lim, Chinnock, Frazier, & Cooper, 2020).

The Job Demands-Resources (JD-R) model is one of the most commonly applied models of work stress in occupational health psychology and is a useful framework for conceptualizing burnout and well-being at multiple levels of analysis (Bakker & Demerouti, 2017). One advantage of the JD-R model over other models is the focus on broad categories of job demands that can apply to a diverse organizational setting. There is a large amount of support for critical propositions of the JD-R model. Given that the present research focuses on how virus-related work demands are associated with strain among healthcare professionals, primarily focussing on the health-impairment process.

In addition to traditional work stressors such as long work hours, high levels of workload, and time pressure, healthcare professionals also face unique physical demands associated with potentially being infected by the virus and having to treat patients while wearing personal protective equipment (PPE) that may also harm effective communication with the patient. Furthermore, healthcare professionals are faced with the demand of potentially infecting family members or loved ones who may be at risk for severe complications from the illness (Kang et al., 2020). Additional job demands linked to strain-related outcomes include healthcare professionals having to be quarantined during the pandemic and the quarantine's length of time (Kisely et al., 2020; Preti et al., 2020). The job demand of “being quarantined” likely encapsulates several factors related to lack of job and personal control, as well as perceptions of injustice.

Particularly for front-line workers within the healthcare field, the urgency of communicating and share information effectively while maintaining social distances to prevent and reduce the infection rate within healthcare environments turned out to be critical (Thielsch et al., 2020). In this regard, relying on virtual collaboration and digital tools became one of the most valuable options (Balcombe & De Leo, 2020). These instruments are becoming more popular due to their cost-effectiveness, the potential to reach many individuals, scalability and anonymity (Armaou et al., 2020; Heber et al., 2017) and have been proven to improve workers' well-being in several contexts significantly. Recently, Demerouti (2021) has developed and tested a new online training program to help workers learn and use strategies during the pandemic, for example, self-recognition (learning how to recognize physical and emotional indicators) or job crafting (adapting work tasks and circumstances). Therefore, it is of utmost importance to evaluate online training programs to address specific job demands and resources.

The main objectives of the fellowship are:

- To conduct a review on the implications of COVID-19 for work, workers, and organizations in healthcare organizations and identifying issues for future research and insights to inform solutions.
- To analyze data on job demands and resource in healthcare workers during the current pandemic and examine how different demands and resources might interact with one another to predict strain.
- To evaluate online training programs to help workers and teams in healthcare organizations.

Main activities are: reviewing the literature; using national and international databanks; collecting and analyzing data; displaying figures and tables of the findings; supporting project management tasks; participating in project meetings; writing reports.