

VUCA and Well-being - The Challenges and Prospects in the New Pandemic Era

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Abstract

Purpose: There has been clear reported evidence of negative impact of COVID-19 and related lockdown measures on subjective well-being of people in early severely impacted countries like China, Italy, Singapore, United States, Columbia, etc. But there has been no comprehensive study in India which has examined this impact. This paper aims to bridge this gap by studying this impact in light of evidence provided in Indian context. However, due to dearth of literature, systematic review was not possible. Therefore, we conducted a narrative review to find out answers to prevailing research questions. Also, we will try to conceptually build the relationship between the two constructs and provide a framework thereafter.

Design/Methodology/Approach: This conceptual paper is based on review and analysis of literatures from past studies. The method used in the study was by searching the research papers on various search engines. The search terms "subjective well-being, COVID-19, happiness, mental health and psychological impact were used. The relevant papers were retrieved and the ones which fulfill the research objectives were included in the analysis.

Findings: Based on the literature reviews, it was ascertained that COVID-19 has resulted in massive number of changes in the way businesses are run. Employees are now experiencing a new set of challenges in their virtual workplaces which

Research limitations/Implications: This paper entirely relies on previous findings extracted from Google Scholar, Science direct, Asian Journal of Psychiatry and online surveys and research articles.

Practical Implications: This paper will provide insights into the impact of COVID-19 on subjective well-being and thereby suggests some remedial measures for the same. Also, after identifying challenges of virtual working of organisations, a framework is provided which could be used by managers and policy-makers to rectify the same.

Originality/Value: This study is first of its kind in which COVID-19 has been seen in the light of VUCA world. Moreover, the relationship between COVID-19 and subjective well-being is analysed in the context of employees for the first time.

Keywords: VUCA, COVID-19, Subjective Well-being, Employees, Mental Health

Introduction

Today's world can be appropriately described as a VUCA world, which means Volatile, Uncertain, Complex and Ambiguous. Covid-19 has presented a new set of challenges and uncertainties, a vulnerable world which was never like this before. In the present scenario, the coronavirus pandemic has amplified our VUCA world.

Stress is something which is an inevitable consequence of VUCA world, that exists inside and outside

the organizations. According to the World Health Organization, it has been estimated that by as early as 2030, the leading causes of absenteeism will be anxiety and depression which will place more strain on businesses than cancer, cardio-vascular disease and diabetes combined.

One of the biggest challenges faced by business leaders nowadays is moving their organizations successfully in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world. It was first used by military in U.S.A., but now it is most appropriately used by businesses globally.

As with other institutions, COVID-19 has dramatically impacted the way businesses are run. There has been national lockdowns, closing down of all types of institutions, restrictions on border movements and economies being shaken.

Many people are now forced to work from their homes and are completely detached from their offices. Some are doing short-time work and some are already on the verge of unemployment. The outbreak of COVID-19 has forced government to adopt drastic measures which are impacting all spheres of life including personal, social and business world.

When United States Army War College planners first used the acronym “VUCA” to describe the events which are volatile, uncertain, complex and ambiguous, they would have never thought that it will fit in the pandemic driven-era so appropriately.

Conceptual Background of VUCA

The US military first introduced the acronym VUCA (Volatile, Uncertain, Complex, Ambiguous) in 1987 in order to explain the post-Cold War global security environment. Since then, it has been applied increasingly to almost all sectors of businesses.

VUCA brings together four discrete challenges that are as follows:

- I. A volatile environment is essentially unpredictable or unstable. While change is very certain to happen, the direction, spread and atrocities of change is unknown. An environment in which the nature, causes and extent of changes are not known is described as a volatile environment. And when any sort of change occurs, it negatively impacts the employees and leaders of the organization who want to maintain the status quo. Thus, it becomes a source of real distress, anxiety and stress among the workforce. This, in turn, affects the productivity of the organization negatively. Thus, in order to overcome these challenges, it is very crucial for organizations to be agile and turn the hurdles into opportunities.
- II. Uncertainty means there is lack of information due to which no appropriate predictions and calculation can be made. There are various market forces which are not under the control of organizations. Conditions in the organization becomes unstable, unforeseen events disrupt the normal functioning of the organizations and unplanned events create havoc among the workforce. As a result of this, organizations fail to make fruitful decisions, as and when required.
- III. Complexity, either within the organization or in the external business environment, has many themes and layers. Complex situations demand time, clarity and deep understanding to unravel.
- IV. Ambiguity refers to a state when there are unclear, indefinite or inexact situations and there is no single clear path to overcome them. It is extremely difficult to find one best course of action or solution to ambiguous situations.

As the prominent scholars Dean & Webb puts it “Many business leaders and their teams are confounded, stressed and overwhelmed by VUCA, with the rapid pace of change compounded by challenges of information-overloaded, always-on, multi-tasking environments

that negatively affect the whole organization's productivity". Thus VUCA not only exists in the external business environment but also impact the inner mental states of employees causing confusion, stress and burnouts which further deteriorate their personal and professional growth. This highly dynamic, rapidly changing, sometimes confusing world pose challenges to the way we work.

The IBM study Capitalizing on Complexity (2010) presented insights from over 1500 chief executive officers where "the biggest challenges facing enterprises from here on will be the accelerating complexity and the velocity of a world that is operating as a massively interconnected system". "Eight out of ten of these CEOs expected even greater complexity in the coming years, while less than 50 percent believed they knew how to successfully deal with it."

In everyday corporate settings, VUCA has its impact on organizational and technical practices which are taking dramatic changes by each passing day, thus, removing old practices and value-systems. Also, it's impossible to deal with the complexity of working virtually at hand. Employees have to be prepared for taking quick and risky decisions, think out-of-the-box and adapt to changing situations, which ultimately increases psychological stress and anxiety.

COVID-19

Coronavirus disease (Covid-19) is a deadly infectious disease which has infected 33,620,812 people and caused 1,007,716 deaths worldwide. In India, the statistic for the same is 6,156,722 and 96,468 respectively. It has been declared a pandemic by WHO due to the severity of the disease and the alarming rates of its spread worldwide.

Covid-19 is not just a major health problem, it is a pandemic which has affected every sphere of life. Businesses are also not left behind and corona has already caused major losses of jobs and income. International Labor Organization (ILO) has already

estimated loss of 195 million jobs due to this pandemic. Even when the short-term effects of this will end, its long-term effects will cause damages over many years.

The present pandemic situation has devastating impact on businesses. The GDP rate has fallen down to the lowest level

Corona virus induced VUCA environment

Corona virus accurately synchronize with all of the four characteristics of VUCA-

- 1) Volatility: The changes taking place due to corona virus, be it in daily lifestyles, way of working and structuring of institutions, are taking place very dramatically. Neither they can be known, nor they can be predicted.
- 2) Uncertainty: There is no information about the arrival of the cure and vaccination of this pandemic.
- 3) Complexity: The pandemic is impacting all aspects of life, including health care, business, educational institutions, economy and social life, in complex ways.
- 4) Ambiguity: There is no "best practice" that organizations can follow to manage the challenges caused by the pandemic.

Literature Review and Analysis

Pandemic driven VUCA factors impacting Businesses...

The acronym VUCA is best to use in the present context. In the current dynamic business environment, COVID-19 has done nothing but accelerated the VUCA environment and added fuel to this changing world. Organizations both at the national and international level have been experiencing high levels of uncertainty and ambiguity due to the ongoing pandemic. Organizations were facing volatility, uncertainty, ambiguity and complexity in earlier times as well, but the levels posed in this pandemic cannot be matched to anything same in

the previous history.

India, being one of the fastest developing nation, sustain in the VUCA world as it keeps on undergoing various changes to keep it developing as an economy. But, a severe pandemic like COVID-19 has caused immense changes in the business environment. Both the demand and supply side of the market is being impacted by this virus. A recent media report estimated that the Covid-19 outbreak in India is likely to decrease the hiring of global IT firms in India by 30%. In addition to this, the growing panic in the society along with lockdown being implemented has also resulted in the wage loss for blue-collar laborers in the country.

With the rapid transformation of available technologies, many organizations are now capable of working across time, space and boundaries. In addition to its ease in usage and cost savings, the current pandemic has moved millions of workers from their workplaces into their homes due to social distancing purposes. The corona virus pandemic has resulted in compulsory teleworking not only for employees but for every sector including housing, recreation and educational institutions.

The virtual way of working has advantages in the form of cost savings and flexible environment. But in addition to this, there are numerous disadvantages which needs proper attention. This conceptual study is aimed to identify these consequences and its impact on subjective well-being of employees. These are listed as follows-

- Lack of effective communication - Research conducted by Daim et al. and Barhite suggests that working in virtual environment cause difficulty in maintaining proper nonverbal communication which further led to anxiety, confusion, and miscommunication among employees.
- Building Trust - In virtual teams, it is quite evident that there are lower trust levels as compared to actual live working arrangements. Moreover, there is confusion and uncertainty in the quality

and amount of knowledge shared virtually which further affect the authenticity and credibility of the work done. Research conducted by Benetyte, D. and Jatuliaviciene, G. justifies these premises.

- Lack of strong leadership - Researchers agree to the point that while working virtually, it is difficult to organize work and lead employees effectively than leading traditional teams. Also, when organizational boundaries are removed, the powers and privileges of leaders become blurred which enables employees to work cohesively and take the lead. But this is a difficult task to achieve.
- Security and compliance issues - It is difficult for companies to manage and track important data in virtual space because of lack of transparency and flexibility.
- Motivation issues and disengagement - Working continuously for 8-9 hours each day results in boredom and monotony. Also lack of physical interaction and socialization increases mental strain, confusion and uncertainty. This further causes a sense of detachment from the organization which leads to lower job satisfaction and organizational productivity.
- Work-life Balance - It refers to the equilibrium made in work life and personal life and the level to which personal and professional activities are properly managed. The increase in mobile technology, cloud-based software and the proliferation of internet has made it much easier for employees to bring their work in homes, thus, blurring the boundaries between personal and professional life. This has further resulted in serious implications for the effective work-life balance.

Role of Technostress

The term technostress was first introduced by Brod (1984), who defined it “a modern disease of adaptation caused by an inability to cope with new computer

technologies in a healthy manner.” Rosen and Weil (1997) expanded this definition to “any negative impact on attitudes, thoughts, behaviors, or body psychology caused directly or indirectly by technology.” Subsequently, in one of the most frequently cited articles on the topic, Tarafdar Tu and Ragu-Nathan (2007) defined technostress as “stress created by ICT use,” explaining that it is “one of the fallouts of an individual’s attempts and struggles to deal with constantly evolving ICTs and the changing cognitive and social requirements related to their use.”

“Studies have explored the consequences of technostress, describing common psychological responses to stressors, including fatigue, exhaustion and job conflict, as well as decreased levels of job satisfaction and lowered commitment to the organization, performance and productivity.” (Ayyagari et al., 2011; Jena, 2015; Ragu-Nathan et al., 2008; Salanova et al., 2013; Tarafdar et al., 2010; Tarafdar et al., 2007, 2011; Tu et al., 2005). “A number of studies have also found that technostress was negatively associated with users’ happiness” (Brooks, 2015; Salanova et al., 2013). According to Raisiene and Jonusauskas, “intensive work with ICT significantly increases the technostress experienced by employees, the consequences of which are related to the deterioration of the subjective quality of life.” Thus, previous researches have pointed out a negative association between technostress and subjective well-being of employed persons as well as users’ life satisfaction. The adaptation and usage of new technology places an immediate psychological price on its users. Thus, it is very essential for managers to adopt intervention strategies to combat these issues in order to improve employees’ well-being as well as organizational performance.

Well-being in the era of pandemic....

Any widespread outbreak creates havoc and stress among people. The 2019-COVID-19 pandemic was an international health emergency which shock the

entire world. It is by far the largest outbreak of atypical pneumonia and was declared a pandemic by World Health Organization due to its immense severity and transmissibility. Since the outbreak, every nation has tried to curtail this spread and adopted various measures to fight the pandemic including social distancing and lockdown measures. But nothing has been of great help and the people infected are increasing day by day.

The drastic spread and health deterioration associated with this disease is causing high levels of fear and anxiety among people. These risks have posed an immediate need to study and address the impact of the pandemic on the subjective well being of people. There has been no pertinent information on the cointegration and causality of these two phenomena.

Since the outbreak of the corona virus, the fear and anxiety related to it has been increasing more rapidly than the virus. In the absence of a vaccine for the virus, many governments have executed social distancing measures targeted in order to curtail the spread of the virus. These interventions, which include national lockdowns, shutdown of workplaces and schools, and limiting of day-to-day movements and social meetings, have deteriorated day-to-day lives and activities.

It is difficult to maintain proper health and well-being when we are in the middle of crisis situation like this. The uncertainties and stresses related to our jobs, financial wealth, families and social life affect our lifestyles and mental health. The pandemic has devastated the life of nearly everyone, and IT employees are no exception in this. Tech industry employees had the most broadly negative changes of any industry, with double-digit increases in job stress (11%), disordered sleep (14%), burnout (23%), and an almost 40% drop in motivation. (“The impact of COVID-19 has devastated workers’ mental wellbeing; which types of jobs are most affected and what can employers do?” 2020).

There have been serious economic consequences, with the collapse of economic activity pushing many

economies on the verge of downturn. “There has been a considerable decline in spending and labor market outcomes measured by employment and wages.” (Andersen et al., 2020; Baker et al., 2020; Béland et al., 2020; Carvalho et al., 2020; Chen et al., 2020; Coibion et al., 2020; Forsythe et al., 2020; Kim et al., 2020; Surico et al., 2020). The pandemic has resulted in an unparalleled diminution of the Indian economy and the shutdown of businesses across the country.

“In addition to economic costs, these measures can have significant, negative impacts on well-being and mental health by increasing anxiety, depression, stress, and other negative emotions.” (Brooks et al., 2020; Holmes et al., 2020). Therefore, there are growing calls to contemplate the influence of COVID-19 on people’s subjective well-being.

As COVID-19 has led to trauma, isolation and economic loss, there has been numerous researches which had studied the impact of these on Subjective Well-being. For example, Galea et al. (2002), Neria et al. (2007), and Clark et al. (2020) document that “the September 11 World Trade Center terrorist attacks, Hurricane Ike, and the 2013 Boston marathon bombing, respectively, increased the incidence of depression, post-traumatic stress disorders, and a broad range of mental and behavioral disorders, and reduced subjective well-being.”(Galea et al. (2002), Neria et al. (2007), and Clark et al. (2020)). “The severe acute respiratory syndrome in 2003 resulted in poorer mental health among individuals subjected to quarantine, with effects persisting up to three years onward.”(Hawryluck et al. (2004) and Liu et al. (2012)). However, these researches are limited to studying only the partial impact of traumatic events on well-being, which are not generalizable in the context of the current pandemic.

Another strand of literature has examined the influence of recessions and economic depreciation on wellbeing. “Extensive research has shown that economic downturns are harmful for health (Ruhm, 2015; Janke et al., 2020), mental health (Engelberg & Parsons, 2013; Avdic et

al., 2020), and life satisfaction” (Di Tella et al., 2003; Luechinger et al., 2010). However, these economic shocks cannot be associated with social isolation and global health crisis. And, thus, it is likely that the effect of recessions would vary from that of COVID-19 on well-being.

Some of the threats people face during the COVID-19 pandemic are:

Alterations in the daily routines (e.g., People have to separate from family, friends, religious institutions, etc)

Interruptions in progression of learning (e.g., virtual learning environments, technology access and connectivity issues)

Interruptions in progression of health care (e.g. limited access to mental, speech, and occupational health services)

Loss of significant life events (e.g., pain of missing celebrations, vacation plans, and/or important life events)

Loss of security and safety (e.g., housing and food insecurity, increased exposure to violence and online harms, threat of physical illness and uncertainty for the future)

“Numerous sources of stress exist in addition to fears of contracting the virus” (Holmes et al., 2020). “The experience of confinement and physical distancing is new to everyone and thus adaptation to a “new normal “has led to confusion and uncertainty” (Galea et al., 2020). Covid-19 has posed numerous threats to the subjective well-being of individuals including restrictions to outdoor social activities, self-isolation resulting from social distancing, forced changes in routine and lifestyle, etc. Many have experienced pain due to loss of life, loss of employment and career opportunities, and discontinuations in major life activities. “Emerging empirical studies show problematic psychological health as a result of the pandemic” (Lei et al., 2020; Resnick, 2020; Wang et al., 2020).

“Individuals with pre-existing mental health problems are among those most vulnerable to potential deleterious psychosocial and medical consequences of the pandemic” (Holmes et al., 2020; Pfefferbaum and North, 2020). “Under normal circumstances, those with pre-existing mental health problems have an elevated mortality rate (Felker et al.,1996; Walker et al., 2015), more medical comorbidities (Krein et al.,2006), poorer physical health (Phelan et al., 2001), and lower overall functioning or quality of life” (Evans et al., 2007). “As well, those with pre-existing mental health problems have been shown to be more susceptible to stress” (Bos et al., 2018). “The psychological impact of the pandemic is likely far reaching but remains poorly understood. Emerging evidence suggests that the rates of anxiety and depression rose rapidly in the beginning of the pandemic across many populations.” (Iasevoli et al., 2020; Jungmann and Witthöft,2020; Qiu et al., 2020).

There are many studies being conducted on the psychological impact of the Covid-19 pandemic. “A review of its impact on mental health (Nobles et al. 2020) concluded 6 published cross-sectional studies, which were conducted on the Chinese general

population” (Cao et al. 2020; Li et al. 2020b, c; Liu et al. 2020; Wang et al. 2020a; Zhang and Ma 2020). “The findings were similar to those of previous pandemics with symptoms of anxiety, depression, and post-traumatic stress disorder (PTSD) being the most often reported in the general population.” (Brooks et al. 2020; Chew et al. 2020)

“The period of lockdowns raised many concerns about the occurrence of negative mental effects from it, including loneliness, depression, and suicide” (Brooks et al. 2020, Courtet et al. 2020). Few empirical studies have already stated these results,. Banks and Xu (2020), for example, find that mental health in the United Kingdom (UK), measured using the Good Health Questionnaire (GHQ-12), worsened by about 10% during the pandemic. Sibley et al. (2020) find similar effects for New Zealand. Zhang et al. (2020) found modest declines in SWB and worsening psychological distress in a Chinese sample. Gao et. al. (2020) and Cao et al. (2020) found similarly mild effects in China using different measures.

The summary of the literature reviews being taken for study are as follows:

Table 1. Researches on COVID-19 and Subjective well-being

Year/ Author	Title of Paper	Major Findings
2020, C.H. Liu, C. Stevens, R.C. Conrad, H.C. Hahm	“Evidence for elevated psychiatric distress, poor sleep, and quality of life concerns during the COVID-19 pandemic among U.S. young adults with suspected and reported psychiatric diagnoses”	Depression, anxiety, and PTSD symptoms, as well as COVID-19-related concerns, sleep problems, and quality of life were collated across various groups of mentally affected people. There was clear reported corroboration of vulnerability among individuals with a mental health history or uncertain mental health concerns during the starting weeks of the COVID-19 pandemic.
2020, Varshney M, Parel JT, Raizada N, Sarin SK	“Initial psychological impact of COVID-19 and its correlates in Indian Community: An online (FEEL-COVID) survey”	The people of younger age, female gender and physical illness were having severe psychological impacts.

2020, Cuiyan Wang, Riyu Pan, Xiaoyang Wan, Yilin Tan, Linkang Xu, Cyrus S. Ho and Roger C. Ho	“Immediate Psychological Responses and Associated Factors during the Initial Stage of the 2019 Coronavirus Disease (COVID-19) Epidemic among the General Population in China”	In total, 53.8% of participants assessed the psychological impact of the outbreak as moderate or severe; 16.5% assessed moderate to severe depressive symptoms; 28.8% assessed moderate to severe anxiety symptoms; and 8.1% assessed moderate to severe stress levels.
2020, Ravi Philip Rajkumar	“COVID-19 and mental health: A review of the existing literature”	Subsyndromal mental health diseases are a common result of the COVID-19 pandemic.
2020, Terence C. Cheng Seonghoon Kim Kanghyock Koh	“The Impact of COVID-19 on Subjective Well-Being: Evidence from Singapore”	There were large declines in overall life satisfaction and domain specific satisfaction during the COVID-19 outbreak

Table 2. Researches on Technostress

Year/Author	Title of Paper	Major Findings
2017, Galit Nimrod	“Technostress: measuring a new threat to wellbeing in later life”	It sets forth a notable relationship between technostress and SWB among older ICT users, irrespective of their sociodemographic characteristics.
2011, Ramakrishna Ayyagari, Varun Grover and Russell Purvis	“Technostress: Technological Antecedents and Implications”	This study concludes that certain technology characteristics - like usability (usefulness, complexity, and reliability), intrusiveness (presenteeism, anonymity), and dynamism (pace of change) - are related to stressors (work overload, role ambiguity, invasion of privacy, work-home conflict).
2012, Marisa Salanova, Susana Llorens, and Mercedes Ventura	“Technostress: The Dark Side of Technologies”	This paper tries to explore the dark side of technologies focusing mainly on its serious implications.
2011, Jakkula V. Rao, K. Chandraiah	“Occupational stress, mental health and coping among information technology professionals”	According to this study finds out that the shop floor workers had more job stress and lower mental health, then the executives.
2020, Dragano, Nico; Lunau, Thorste	“Technostress at work and mental health: concepts and research results”	This study report that the use of digital technologies is associated with specific psychosocial demands (e.g. higher workload, complexity, conflicts between work and other life domains) and resulting psychobiological stress reactions

Research Findings and Framework

There have been numerous studies conducted assessing the impact of COVID-19 on mental health and subjective well-being of people in many countries including Singapore, U.S.A., Thailand, etc. But there has been no research conducted in India which has

studied this relationship comprehensively. In this study, we tried to bridge this gap by studying this relationship and ascertaining the actual impact in the context of employees. Also, COVID-19 has been seen in the light of VUCA and the same framework has been used to explain the current pandemic. COVID-19 has resulted in massive number of changes in the way companies are

operating. Employees are now receiving directives to work from home. This has caused severe implications on the work-life balance and overall well-being of employees.

Based on the research papers being analyzed, it can be ascertained that the COVID-19 pandemic has done nothing but amplified our VUCA world. The world was already in a midst of changing technologies, way of living, introduction of complex systems and increasing uncertainties. But the corona pandemic has accelerated complexities and shaken the world. Business world is also ultimately badly impacted and organizations are finding it hard to strive in the current scenario. Due to the pandemic, companies are being forced to organize their work virtually and shut down their offices. But the cost of working virtually in addition to the stress and fear related to the pandemic adds in deteriorating subjective well-being of employees.

There were five challenges of virtual organization identified on the basis of previous researches - Lack of effective communication, building trust, lack of strong leadership, security and compliance issues and motivation issues and disengagement. Therefore, it was found out that working effectively and maintaining well-being in a pandemic era is a very big challenge for the employees. While the blurring of organizational boundaries creates confusions and uncertainties related to information sharing, the workload created due to monotony causes stress and anxiety among employees and disturbs their work-life balance. In a nutshell, COVID-19 has created serious implications for employees and disturbed their overall well-being.

After analyzing literature reviews, one variable was identified which was acting as a catalyst for changes in the personal and working life of employees. It is technostress which is defined as the incapacity to cope with current computer technologies in a healthy manner. Weil and Rosen modified the definition of TS considering it as “any negative impact on attitudes, thoughts, behaviors, or body physiology that is caused

either directly or indirectly by technology” (Weil and Rosen 1997). “Champion described TS as “The Price of Using Technology”, addressed TS as a serious illness, which includes several symptoms such as: panic, anxiety, resistance, technophobia, mental fatigue, physical ailments, intolerance and perfectionism” (Champion 1988). “Other physical symptoms associated with TS have been described elsewhere, and include muscle cramps, headaches, joint aches, and lack of sleep/insomnia” (Çoklar and Sahin 2011).

Studies have explored the impact of technostress on psychological health of employees resulting in burnout, fatigue, exhaustion and job conflict, as well as decreased levels of job satisfaction, performance, organizational commitment and productivity. Numerous studies have suggested that technostress has a negative impact on users’ happiness and life satisfaction. In these days there is no way of escape from technology and companies have to adapt to the latest ones in order to compete. Today the world is of cloud computing, artificial intelligence and robotics. People are being replaced by machines and employees are in continuous pressure to upgrade their skills in order to survive in these dynamic technological complexities. All these aspects give a clear path to rise in technostress which is very prominent in every type of businesses especially those which are heavily relied on information and communication technologies (ICTs). Thus, it is proposed that technostress will play a key role in negatively affecting the subjective well being of employees.

Therefore, on the basis of literature reviews studied, the following research propositions can be drawn-

- COVID-19 induced VUCA environment has a significant association with subjective well-being of employees.
- COVID-19 induced VUCA environment has a significant association with overall well being of employees.
- COVID-19 induced VUCA environment has a

significant association with well being at work of employees.

- Technostress will mediate the relationship between COVID-19 induced VUCA environment and subjective well-being of employees.

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