

The Impact of Perceived Threat of Covid 19 on Doctors Retention with Moderation of Proactive Personality and Emotional Resilience

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The purpose of this study is to investigate the impact of perceived threat of Covid 19 on employee retention with the moderating effects of proactive personality and emotional resilience. This study was conducted in the context of Pakistan. Data was collected through self-administered questionnaire. These were distributed to the doctors of twin cities hospitals. A total of 230 doctors were asked to fill out the questionnaires. All variables were measured using five-point Likert scale. SMART PLS was used for statistical analysis of data. Results show that first, perceived threat of Covid 19 had a negative significant impact on employee retention. Second, proactive personalities were to be not moderating the relationship of perceived threat of Covid 19 and employee retention. Third, emotional resilience was found to be moderating the relationship of perceived threat of Covid 19 and employee retention. The study has both theoretical and practical implications.

Key words: *Covid-19, Retention, Proactive Personality, Emotional Resilience*

1. INTRODUCTION

The fast spread of the Covid illness 2019, known as COVID-19 plague, uncovered the infection's contagiousness and the high related paces of dreariness and mortality. World Health Organization has declared the viral disease Covid -19 as a Public Health Emergency on 30th of January 2020 and on 11th March of the same year it was announced as a pandemic that is a matter of concern for the whole globe. According to Eastern Standard Time, till 10:31 am on August 23 in the year 2020, almost 23,025,622 individuals were infected throughout the world



with coronavirus, and nearly 800,420 have died with the same infection (WHO Coronavirus Disease Dashboard, Data last refreshed: 2020/8/23, 10:31 am CEST).

By and large, epidemics contrarily affect psychological well-being (Kamara et al., 2017, Maunder et al., 2003, Ji et al., 2017). This widespread COVID-19 pandemic has changed the climate in which individuals live, and it has prompted expanded feelings of anxiety, as described by Selvaraj et al. (2020). Various news things gave by governments and other public or worldwide offices, including genuine, overflowed electronic media and stunning offices (Somani and Kumar, 2020). Coronavirus was accounted for to significantly affect psychological well-being and the other way around (Tandon, 2020). An account survey of current articles taken from the PubMed electronic information base indicated that sub syndrome emotional well-being issues, like self-revealed pressure (8%) and uneasiness and wretchedness (16–28%), were ordinarily discovered (Rajkumar, 2020). Since the episode of COVID-19, a few exploration foundations have considered the mental effect of Chinese people through independent scales (Wang et al., 2020a, Qiu et al., 2020). An investigation that was cross-sectional of the overall Chinese populace was completed from January 31 to February 2, 2020, having an all-out example of 1060 residents from all regions in China. The consequences of the SCL-90 poll showed that, because of the infection, over 70% of the conventional residents experienced relational affectability (IS), fanatical impulse (OC), phobic tension, a sleeping disorder and loss of hunger. What's more, mental issues like nervousness, frenzy, and melancholy were bound to show up in minors (Tian et al., 2020).

Employees perceive stress and anxiety under covid 19 situations, but they also face a threat to their lives (Krishnakumar and Rana, 2020). As per the total WHO statistic, up till now are 3,277,639, and this number is increasing gradually with the emergence and spread of new variants of these diseases. As per Majeed et al. (2020), many healthcare workers, especially doctors, have lost their lives in this pandemic of Covid 19. Doctors and other healthcare workers' mental health is being severely and adversely affected (Galbraith et al., 2021). Anxiety and stress level has increased with the doctors in this pandemic era of Covid 19. When employees bear stress and anxiety, they are more likely to get dissatisfied, leading to a turnover. Irshad et al. (2020) also found in their article an apposite association between the perceived threat of covid 19 and employee turnover ratio.

Covid 19 has imposed an extraordinary stress situation with immense pressure on the healthcare sector. Doctors in this pandemic are the frontline warriors. They face massive issues, especially in regards to protective equipment unavailability and long working hours. Secondly, this Covid 19 disease is highly contagious and has killed many previously (Krishnakumar and Rana, 2020), imposing a more significant threat to their lives. This situation has created a crucial situation for doctors to hold up with their jobs. Like other human beings, life is important to doctors as well. The threat of Covid 19 has limited their retention within the hospitals with increased turnover, as founded by Irshad et al. (2020) in their research. For this

purpose, this research considers the testation of impact of covid 19 on doctors' retention at hospitals, especially in countries like Pakistan with massive growing Covid 19.

Kim et al. (2020b) in their article, found a low retention intention in response to the covid pandemic from nurses who are as well frontline warriors with doctors in this pandemic. Covid19 was also adversely affecting employees' psychological safety and retention by Rangachari and L Woods (2020) in their study. Further, Bajrami et al. (2021), Bufquin et al. (2021) also explored that employees tend to leave their organizations facing the threat of the Covid 19 situation. Retaining employees is a crucial function of strategic human resource management as human recourse is an asset to the organization and its separation causes cost to the organization (Budhwar and Bhatnagar, 2007). However, with the strategic approach of retaining employees at their job places, firms can gain a competitive advantage which is not easy to be copied by competing firms (Barney, 2001). Several factors are contributing to employee retention, including the work environment (Ghosh et al., 2013), learning attitudes (Kyndt et al., 2009), employee engagement (Palmer and Gignac, 2012) etc. A conducive and supportive work environment is an essential component to keeping employees with higher job satisfaction scores. However, in this pandemic of Covid 19, doctors face a threatening climate leading to difficulty in retention (Ghosh and Sahney, 2011, Guchait and Cho, 2010). Pakistan is currently facing the worst third wave of Covid 19, and the retention problem is a serious question in this situation which this paper will try to address.

Retention of Employee is characterized as the core of firms' achievement. It is considered an interaction wherein the employees are urged to be with the firm for the most extreme timeframe or until finishing the goals (Singh and Dixit, 2011). This essential point of employee retention procedures and practices is dual inside the firms. One of them is to lessen worker turnover and, the second one is to impressively diminish the related costs of recruiting and preparing and direction of the new workers (Iqbal and Hashmi, 2015). To achieve business targets, endeavors that a firm embraces to keep gainful and alluring workers have alluded as employee retention (Frank et al., 2004). In each area, employee retention is a significant issue as the cost of high turnover causes disappointment for achieving firms' overall goals. Maximum elevated attention is paid to retention. It helps decrease turnover expenses or limit the expense of enlisting and preparing but helps hold the skilled labor force from getting poached (Sandhya and Kumar, 2011). Nonetheless, when a worker ends his work, the firm endures loss of client unwaveringness (in assistance area), loss of mastery, more firm expense (employing, authoritative, and preparing), and break in every day work process, which may demonstrate heartbreaking for the firms eventually (Ton and Huckman, 2008, Brandt et al., 2016).

In their model of proactive motivation, Parker et al. (2010) hypothesized that three unmistakable motivational states influence one's affinity to take part in proactive practices: "can do," "motivation to," and "empowered to" inspirations. Regarding causing circumstances gaining by one's qualities, proactive personality can be considered a "can-do" help; proactive personality mirrors a conviction that one can improve things, and a propensity to participate in

proactive practices, for example, qualities use. So far, the relation between personality that is proactive and qualities it has is equally influenced by "motivation to" and "invigorated to" inspiring states. Common disturbance can be considered "motivation to" persuasive power for proactive motivation (Parker et al., 2010); it mirrors the "why" reasoning of seeking after proactive objectives. In the pandemic cutting edges, one significant test is the interruption of already agreeable schedules. Many needed to move from their past undertakings to another job (Liu et al., 2020). Equivocalness triggers groundbreaking and self-beginning conduct (Ohly and Schmitt, 2017); subsequently, the common disturbance is a relevant power explaining that change is essential. In the present situation of Covid 19, the employees are expected to handle this changed situation by molding their everyday job routine instead of quitting their organization. Proactive doctors thus are less likely to have turnover intend.

Past writing has recognized resilience as a particular quality or expression that assists individuals with recuperating from negative feelings or occasions. An investigation covering 241 families from Shanghai and Jinan showed that backing of family applies to teenagers' turn of events and emotional strength. Non-customary, libertarian mentalities about nurturing help youngsters manage a changing climate by showing them imaginative procedures (Chang et al., 2011). Ever since the mid-twentieth century, analysts have concentrated on the beneficial outcomes of resilience on individuals encountering affliction (Rutter, 1987, Luthar et al., 2000). An integrative survey of the experimental writing uncovered five critical topics in resilience (Aburn et al., 2016); in this examination, resilience was characterized as changing negative feelings and effectively conquering a tough spot rapidly. Analysts frequently respect mental strength and emotional resilience as similar mental wonder (Denny et al., 2004). Emotional resilience is characterized as a self-fixing capacity firmly identified with pressure and adapting style. Enthusiastic strength alludes to a resilience system wherein people can recuperate rapidly from antagonistic or adverse emotional conditions and better adjust to the climate (Davidson, 2000). The doctors with higher scores of emotional resilience are expected to deal with the threatening climate of hospitals in the pandemic of Covid 19 and coping with the situation instead of leaving the organizations.

2. LITERATURE REVIEW

2.1 Threat of COVID 19 and Employee Retention

Employees are the fundamental pillar of any organization that exists. Retention of employees is a wide topic and hold importance to maintain an effectual output with the employees (Bisht et al., 2016). HR department and its strategies and policies are directly associated with employee retention at their jobs. A firm must satisfy the needs of its employees both morally and professionally (Elsafty and Ragheb, 2020). Employee's retention increases with an increase in their motivation (Elsafty and Ragheb, 2020). This motivation could be either intrinsic or extrinsic (Elsafty and Ragheb, 2020). Both types of motivation are significant and complement each other. Motivation is an energetic force that drives employees to be productive, efficient

and reactive (Dhanya and Prashath, 2019). According to Elsafty and Ragheb (2020), employees who have received both motivations are more satisfied and more likely to retain their particular organization. When the above discussed motivation is not observed by the employees, their satisfaction and motivational level dropped down. This dissatisfaction eventually brings those employees loyalty with their organization to stake.

The Healthcare sector is under stress worldwide due to this pandemic of Covid 19 (Bong et al., 2020, Iyengar et al., 2020). Employees of the healthcare sector are bearing too much in tiring schedule of work, deficiency of equipment for protection, forced placement at other areas etc. In such a situation, healthcare workers, including nurses and doctors, feel quite threatened by this Covid 19 viral disease (Alharbi et al., 2020, Labrague and de Los Santos, 2020, Pappa et al., 2020). Because long hour interaction with covid patients, improper protective equipment and deployment to more severely affected areas might increase the chances of doctors being infected with this viral disease. These factors are both badly affecting the intrinsic and extrinsic motivating factors of employees. All the factors stated above drive employees to get demotivated and dissatisfied with their jobs. In such a case, employee retention becomes too crucial (Elsafty and Ragheb, 2020) despite the need for doctors at the hospitals.

The associated threat of Covid 19 with doctors' and other paramedic staff has brought them psychological distress, raising the overall level of their stress and pressure at work (De los Santos and Labrague, 2021). Especially the female workers who outnumber males in Pakistan's healthcare system were to have higher levels of stress with anxiety and depression regarding the pandemic of Covid 19 (Lai et al., 2020). Researchers previously linked the employees (healthcare workers) to be positively associated with turnover intention in response to the threat of Covid 19. For example, in the investigations of De los Santos and Labrague (2021), Irshad et al. (2020), they found that nurses who are frontline warriors in Covid 19 pandemic see dread to COVID-19. They have low occupation fulfilment, are intellectually dis-braided, and are considering giving up positions or occupations and their job as a medical specialist. The above-stated literature forms the first hypothesis:

H₁: Perceived Threat of Covid 19 is has a significant negative impact on Employee Retention.

2.2 Moderating Effect of Proactive Personality

Proactivity stands apart in the 21st century as perhaps the primary individual ascribes for workers confronting an undeniably quick and dubious workplace (Frese and Fay, 2001, Griffin et al., 2007). Individual that is proactive is generally unrestricted by situational powers and the impacts of natural variation (Bateman and Crant, 1993). Much exploration on proactive personality concerns its effect on work environments. Such an effect is acknowledged whenever one is inclined to recognize openings and follow up on them, demonstrate enthusiasm, take some steps and continue efforts until required results obtained (Crant and

Bateman, 2000). Contrasted with responsive people, proactive ones may profit by securing better positions and having better professional ways (Seibert et al., 2001, Fuller Jr and Marler, 2009, Erdogan and Bauer, 2005, Brown et al., 2006). These individual advantages can be deciphered through the perspective of the creation by proactive workers of circumstances and conditions helpful for better career goals (Crant and Bateman, 2000). Even though proactivity can be concentrated in different settings with numerous results (Crant and Bateman, 2000), the writing on proactivity has generally focused on what may profit the prominent people. Interestingly, researchers have not done enough to explore the implications of the results of the proactive character for firms.

Personalities possessing proactive traits are thus likely to cope with the threatening environment of the Covid 19 pandemic. As healthcare sector is under strain worldwide due to this pandemic of Covid 19 (Bong et al., 2020, Iyengar et al., 2020). Employees of the healthcare sector are experiencing too much in the forms of exhaustive work plans, the absence of proper protective kit, compulsory disposition at other areas, etc. Healthcare workers counting nurses and doctors, feel relatively threatened by this Covid 19 contagious disease (Alharbi et al., 2020, De los Santos and Labrague, 2021, Pappa et al., 2020). The reason is that long hours of interaction with covid patients, improper protective equipment, and deployment to more severely affected areas might raise doctors' probabilities to be ill of this contagious disease. But proactive personalities have extra pack resources when facing such a challenging environment to deal with it instead of reacting negatively. Yi-Feng Chen et al. (2021) also displayed that these proactive personalities are far better than others in combating Covid 19. Buil et al. (2019) also cited in their study that proactivists have extra energies to cope and deal with changing environments. Instead of leaving their organizations in response to Covid 19, these statements tell us that proactive personalities are more likely to cope with it by either raising voice for proper facilities or any other. (2019), Akgunduz et al. (2020) found a negative association between proactive personality and turnover intention in their researches. It drives us to the second hypothesis:

H₂: Proactive Personality moderates the relationship between Perceived Threat of Covid 19 and Employee Retention.

2.3 Moderating Effect of Emotional Resilience

Various researches have affirmed that emotional resilience could assist individuals with recuperating significant unfavourable occasions or effectively adjust to difficulties and add to mental recovery and emotional well-being (Bonanno et al., 2012, Liu et al., 2018). More thinking brings more disturbing rumination influences their sentiments and emotional wellness. Nonetheless, the most fundamental quality of emotional resilience is that it helps individuals who bear enduring misery produce positive feelings (Tugade and Fredrickson, 2007). It can likewise decrease negative emotions or thoughts like intrusive rumination (Li et al., 2018). Numerous past investigations have shown that emotional resilience is a crucial defensive factor

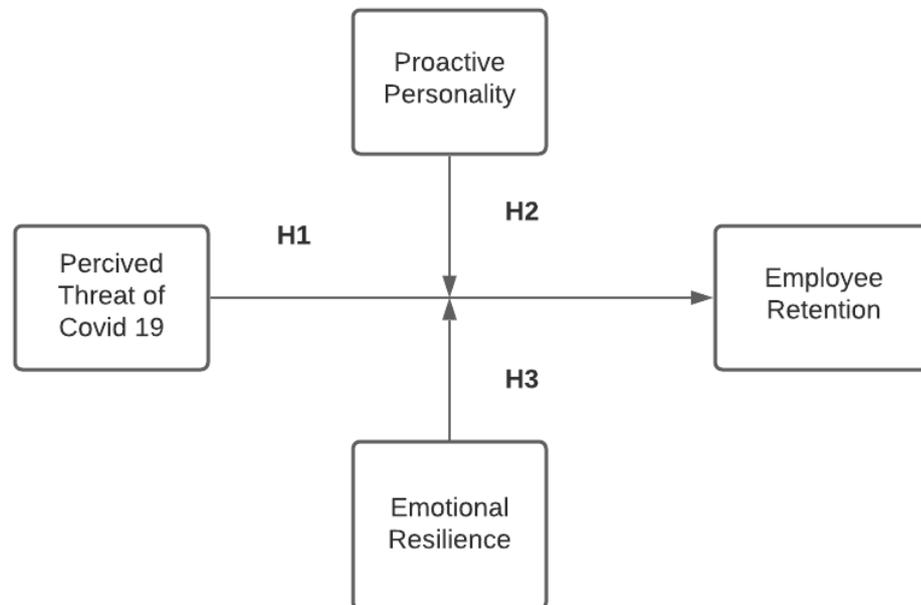
that assists individuals with adapting to awful encounters and keeps up emotional well-being (Bonanno and Diminich, 2013, Bonanno et al., 2012, Bonanno and Mancini, 2012, Pearson and Wilson, 2008).

Healthcare workers are the crucial employees in this pandemic of Covid 19 and are most affected by it (Bozdağ and Ergün, 2020). This pandemic has caused several effects upon the workers, including unease, fear, sadness, annoyance, misperception, uncertainty and economic stress (Bozdağ and Ergün, 2020). Healthcare employees were seen to have similar difficulties during prior pandemics (Black Dog Institute, 2020). The most common psychological syndromes that were testified predominantly in healthcare specialists are depression, anxiety and posttraumatic stress disorder through the 2003 SARS and 2014 Ebola virus pandemics (Dong and Bouey, 2020, Maunder et al., 2006, Tam et al., 2004). Previously researchers have shown that healthcare workers are more afraid of catching viral disease than others (Denning et al., 2021). Frontline workers become more stressed and fearful with more chances of contamination when regularly interacting with Covid 19 patients (Bozdağ and Ergün, 2020). As an effect, points of stress, depression and anxiety increase in healthcare employees and they might convert distressed and feel threatened by it (McAlonan et al., 2007). According to Cullen et al. (2020), psychological and mental effects and symptoms are shown most commonly in emergency services, intensive care unit and public and primary healthcare centres. This stress and anxiety lead them to leave their organizations to protect themselves of the virus, as depicted by De los Santos and Labrague (2021), Irshad et al. (2020) in their research.

At last, in a new report, Liang et al. (2020) found that emotional resilience directed the connection between imaginative reasoning and posttraumatic stress indications among Chinese teenagers presented to the Lushan quake, which upholds the possibility that emotional resilience can help mitigate the adverse consequence of the pandemic. So, when doctors as frontline workers bear stress and anxiety of the threat of Covid 19 are likely to not retain within the hospitals, but emotional resilience in this regard help them cope with the situation by reducing the intrusive rumination (Wang et al., 2020b) within minds in Covid 19 circumstances. Thus, employees will be likely to retain in response to emotion resilience strategy (Rangachari and L Woods, 2020). It leads to the third hypothesis

H₃: Emotional Resilience moderates the relationship between Perceived Threat of Covid 19 and Employee Retention.

Figure 2.1 - Conceptual Framework



3. METHODOLOGY

3.1 Sample and Procedure

The theorized model is tried in the medical services area of Pakistan. The example populace was the specialist of private and public hospitals of twin cities of Pakistan. A sum of 208 example size was chosen. Both the visual and factual examinations were directed on the theorized model. The programming that was utilized to test the model was Sem-PLS. Sem-PLS is the best programming for its client-responsive interface and its remarkable deliberate and realistic capacity (Davari and Rezazadeh, 2013). The example information was gathered quantitatively. Evaluating the data quantitatively is a helpful instrument in the research focuses as it gives exhaustive and complete information that improves discussions and brings out adaptability (Global Web Index). Doctors from various public and private areas of twin cities were approached to fill the polls. Doctors are the frontline warriors in this pandemic of COVID-19 (Iyengar et al., 2020). They were approached to check the apparent threat of COVID-19 regarding their retention with proactiveness and emotional resilience as moderators. Ebb and flow research is a solitary recorded examination. The response rate is 72%. The information accumulated is cross-sectional. A five-point Likert scale was created to assess the speculative model. The scale went from 1= Strongly Disagree to 5= Strongly Agree with Neutrality at its main issue 3 and was used to offer respondents an even and composed approach to answering to the polls (Joshi et al., 2015).

Demographics details of the sample were also measured in terms of their gender, age, income status, qualification and experience. Most of the sample had an age between 20-29 (46.9%), income between Rs 41,000- Rs 50,000 (34.8%), education up to Bachelors (44.3%) and experience between 1-5 years (35.8%). Female doctors formed the majority of the sample population.

3.2 Measures

All the concepts utilized in the research to evaluate variables are already developed constructs in the English language. The selected population of the current study is bilingual and comprehends the questionnaire completely.

3.3 Perceived Threat of COVID-19

The Perceived Threat of COVID-19 is assessed on 13-item scale established by Irshad et al. (2020) with reliability $\alpha=0.91$. The sample items are "I have difficulty keeping the threat of Coronavirus out of my mind" and "I worry that Coronavirus will only get worse as time passes".

3.4 Employee Retention

The employee retention is assessed on 11-item scale established by Kynndt et al. (2009) with reliability $\alpha=0.91$. The sample items are "Within this company, my work gives me satisfaction" and "If I could start over again, I would choose to work for another company".

3.5 Proactive Personality

The proactive personality is assessed on a 10-item scale established by (Seibert et al., 2001) with reliability $\alpha=0.86$. The sample items are "Wherever I have been, I have been a powerful force for constructive change" and "I love being a champion for my ideas, even against others' opposition".

3.5 Emotional Resilience

The Emotional Resilience is assessed on 6-item scale established by Zhang and Lu (2010) with reliability $\alpha=0.80$. The sample item is "I quickly get over and recover from negative emotions."

4. RESULTS

This research has used PLS-Sem programming with the end goal of exploration and analysis. This research method is made out of two stages. First is the measurement model, which is utilized to assess the legitimacy and dependability of the builds' factor loadings. The second

step is the structural model. That shows the relationship of figures assessed by coefficients, p-value, and t-value.

4.1 Measurement Model

In the measurement model, Cronbach alpha and composite reliability factors assess the constructs' reliability. If the Cronbach alpha is more significant than 0.70 and composite reliability is also above 0.70 then the construct is reliable. Rho-A must be between Cronbach alpha and composite reliability for a reliable construct. Validity has two types convergent and discriminant. The convergent validity value is evaluated in regards to Average Variance Extracted (AVE) and Factor Loadings. For a construct to be valid must have AVE values > 0.50 and Factor loading values > 0.70. Discriminant validity declares a construct to be valid when square roots are higher than the correlation.

Table 1

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EM-R	0.878	0.958	0.91	0.67
ER	0.767	0.777	0.895	0.81
PTC	0.921	0.941	0.937	0.682
PP	0.893	1.02	0.913	0.641

The table mentioned above indicates all constructs to be valid and reliable. Validity was adjusted after adjusting items with factor loadings less than 0.7. Employee Retention (ER), the independent variable, has reliability greater than 0.7 and is declared a reliable construct. Perceived Threat of COVID-19 (PTC), the dependent variable, is a reliable construct with reliability greater than 0.7. The two moderators, Emotional Resilience (EM-R) and Proactive Personality (PP) are reliable constructs with reliability greater than 0.7.

Employee Retention (ER), the independent variable, has validity greater than 0.5 and is declared a valid construct. Perceived Threat of COVID-19 (PTC), the dependent variable, is a valid construct with a validity greater than 0.5. The two moderators Emotional Resilience (EM-R) and Proactive Personality (PP) are also valid constructs with validity greater than 0.5.

4.2 Structural Model

The structural model relationships significance is evaluated based on path coefficients p-value and t value. If the $\beta > 0.2$, p-value < 0.05 and t value > 1.96 then the relationship is declared significant among the constructs.

Table 2

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Moderating Effect EM-R -> ER	-0.32	-0.319	0.087	3.691	0
Moderating Effect PP -> ER	0.027	0.013	0.175	0.155	0.877
PTC -> ER	0.347	0.352	0.085	4.069	0

The table mentioned above elaborates the results of the hypothesized model. Impact of Perceived Threat of COVID-19 (PTC) was positively and significantly impacted Employee Retention (ER) with a p-value less than 0.05 and t value greater than 1.97. It accepts the first hypothesis partially. The moderating effect of Emotional Resilience was found to be negatively significant such that it weakens the relationship between Perceived Treat of COVID-19 (PTC) and Employee Retention (ER). It approves our second hypothesis. However, Proactive Personality (PP) was found to be insignificant by not moderating the relationship between Perceived Treat of COVID-19 (PTC) and Employee Retention (ER). It rejects our third hypothesis.

4. DISCUSSION

The pandemic of COVID is a critical circumstance for all. In such a case, doctors are the essential workers at the forefront. Because of their work, they have a massive part in bringing down, controlling and treating the general pandemic cases. In such circumstance, doctors should seriously mull over it to be deceptive to find employment elsewhere regardless of the danger of this infection. A comparative investigation of employee retention was finished by Kim et al. (2020a) on the nursing area, which is itself a frontline work in the pandemic. They expressed in their article that workers changed according to their socioeconomics. Workers when they characterized their expectations to stay with the hospital in the threat of COVID-19. It is backing findings that workers' impression of danger to the pandemic can differ from individual to individual according to their idea and contemplating the threat. Senior-level doctors probably won't consider it as a danger. Instead, they think about it as a difficult stretch of their work. Kyndt et al. (2009), Irshad and Afridi (2007) expressed that a decent workplace is obligatory to hold and fulfil a worker in a, particularly compromising circumstance.

Our second hypothesis supports the founded results that emotional resilience moderates the relationship between the perceived threat of Covid 19 and employee retention. Emotional resilience can decrease negative emotions or thoughts like intrusive rumination (Li et al., 2018).

As previously authors have shown, emotional resilience is a crucial defensive factor that assists individuals with adapting to awful encounters and keep up emotional well-being (Bonanno and Diminich, 2013, Bonanno and Mancini, 2012, Bonanno et al., 2012, Pearson and Wilson, 2008). So, when doctors as frontline workers bear stress and anxiety of the threat of Covid 19 are likely to not retain within the hospitals, but emotional resilience in this regard help them cope with the situation by reducing the intrusive rumination (Wang et al., 2020b) within minds of doctors in the covid scenario.

The third hypothesis doesn't support the findings, proactive personality does not moderate the relationship between perceived threat of Covid 19 employee retention. As Belschak and Hartog (2010) described in their article, proactive personalities might not always use their extra bank of resources to achieve organizational goals. When doctors perceive that the pandemic of Covid 19 threatens them, they likely to not retain with their organizations. But even the doctors having proactive personalities have reached to the conclusion that the current condition is damaging their personal goals, it brings a bad and negative impact on their emotions. As such, proactive doctors used proactiveness to accomplish self-goals only (Belschak and Hartog, 2010). Simon et al. (2019) has also studied proactive personalities and determined that an encouraging environment is necessary for even over-resourced people for being proactive at their place of work. Insufficient training by the hospitals might be another logic to why doctors do not show up with proactiveness (Simon et al., 2019) even when they encounter the threatening situation of Covid 19.

5. THEORETICAL IMPLICATIONS

Firstly, this study adds to the literature on human resource management in pandemic situations. Secondly, this research brings more to the literature of the four variables incorporated in the research and their relation with each other, i.e., perceived threat of Covid 19, employee retention, proactive personality and emotional resilience. Thirdly, this study overcomes the gap by studying these variables altogether in the Pakistan healthcare sector facing a speedy rise in Covid cases with every passing day. More research is needed to explore different cognitive and psychological mechanisms of healthcare workers and workers of other industries and sectors to understand worker psychology better. Moreover, Covid 19 has changed a lot of things around the globe. Our paper studies and depicts one of the human psychology aspects in the modified working pattern of Covid 19. Our analysis also opens the new gateways to deal with Covid 19 drawback of employee turnover with the moderator explained above, i.e., emotional resilience. The current study also discusses why doctors facing the threat of Covid 19 are not likely to leave their organizations and tend to retain.

6. PRACTICAL IMPLICATIONS

Further, the study provides practical applications for human resource specialists. Covid 19 is a world pandemic situation in which millions have lost their lives and suffer severe effects. In such a situation, organizational work patterns have changed. Covid 19 emerged as an unexpected pandemic with this much quick spread that no one thought off. It has created many difficulties for organizations to manage their employees with these many rapid work patterns instantly. For this purpose, this study tries to facilitate managers which factors are essential and how much to hold employees at their jobs. Firstly, this research has that employees perceiving Covid 19 threat are likely to retain at their job places, and emotional resilience was successfully moderating the relation. It spots the light towards the factors that raise the level of emotional resilience within the workers. Organizations can develop insight into this finding and develop methods to develop resilience abilities within the workers. These practices might include training to build the ability of resilience in those who don't have it and enhance the emotional resilience ability of others who already possess it.

7. LIMITATIONS AND FUTURE RESEARCH

This research was directed in the medical services area of Pakistan on medical specialists. Future analysts can search for different callings and areas for research. Further, future specialists can go for attendants or other paramedic staff straightforwardly managing COVID-19 patients. Different nations like India, China and so on confronting colossal influxes of a pandemic can test a comparative model in their country. Besides, the information for this examination was gathered in the second wave in Pakistan. The outcomes may variate whenever tried in the third influx of pandemic COVID-19. This is a cross-sectional examination among various hospitals of Twin cities of Pakistan. Approaching analysts can test a similar model in different urban areas or all significant urban communities of Pakistan where results could be mineral generalizable. This is a solitary recorded study. Future analysts can lead multi-level research. In addition, the flow of study is estimated from the worker end just. Prospective authors can assess these components according to the firm's perspective too. Analysts can likewise concentrate a more significant amount of the free factors with the employee retention like distinctive management styles. Numerous different components may similarly be affected by the danger of COVID-19 inside a firm like workers' mental prosperity, authority styles, etc. Future analysts can likewise search for additional apparatuses directing the relationship of the perceived threat of COVID-19 and employee retention, for example, well-being and security measures, acknowledgement, the board and so on.

CONCLUSION

This research concludes that doctor's retention is positively affected by the perceived threat of Covid 19. The reasons could be their ethical responsibilities towards their profession or the



financing reasons that led them to do so. Moreover, proactive personalities were not significant in dealing with employee retention by overcoming the associated threat of Covid 19. The reasons might be the environment that isn't conducive otherwise for proactivists to show up or the cost in form of their lives they would bear in response to the hospitals' benefit by their proactiveness. However, emotional resilience was significant in helping the doctors cope with the threat and retain it at their job. This research further theoretically contributes by adding to the existing literature and provides aid to managerial staff in knowing what strategy can better help them retain employees. Lastly, this research has few limitations and has provided specific directions as well to future researchers.



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