

LBS Research Online

K M Kniffin, J Narayanan, F Anseel, J Antonakis, S P Ashford, A B Bakker, P Bamberger, H Bapuji, D P Bhave, V K Choi, S J Creary, E Demerouti, F J Flynn, M J Gelfand, L L Greer, G Johns, [S Kesebir](#), P G Klein, S Y Lee, H Ozcelik, J L Petriglieri, N P Rothbard, C W Rudolph, J D Shaw, N Sirola, C R Wanberg, A Whillans, M P Wilmot and M van Vugt

COVID-19 and the workplace: implications, issues, and insights for future research and action

Article

This version is available in the LBS Research Online repository: <https://lbsresearch.london.edu/id/eprint/1439/>

Kniffin, K M, Narayanan, J, Anseel, F, Antonakis, J, Ashford, S P, Bakker, A B, Bamberger, P, Bapuji, H, Bhave, D P, Choi, V K, Creary, S J, Demerouti, E, Flynn, F J, Gelfand, M J, Greer, L L, Johns, G, [Kesebir, S](#), Klein, P G, Lee, S Y, Ozcelik, H, Petriglieri, J L, Rothbard, N P, Rudolph, C W, Shaw, J D, Sirola, N, Wanberg, C R, Whillans, A, Wilmot, M P and van Vugt, M

(2021)

COVID-19 and the workplace: implications, issues, and insights for future research and action.

American Psychologist, 76 (1). pp. 63-77. ISSN 0003-066X

DOI: <https://doi.org/10.1037/amp0000716>

American Psychological Association

<https://psycnet.apa.org/fulltext/2020-58612-001.ht...>

Users may download and/or print one copy of any article(s) in LBS Research Online for purposes of research and/or private study. Further distribution of the material, or use for any commercial gain, is not permitted.

SUPPLEMENTAL MATERIAL

COVID-19 and the Workplace:

Implications, Issues, and Insights for Future Research and Action

The current effort to focus on COVID-19 and the Workplace is partly modeled on Van Bavel and colleagues' (2020) engagement of COVID-19 in relation to topics such as how people tend to respond emotionally and interpersonally in situations of uncertainty and fear. Regarding the application of provisional-by-nature knowledge from the social and behavioral sciences to understanding and responding to COVID-19, we proceeded with the cautions recommended by IJzerman et al. (2020). Indeed, similar to the case study method that is commonly taught in the classrooms of professional schools, we aspired to make the best possible decisions on the basis of available evidence to produce a holistic narrative (Baumeister & Leary, 1997). In fact, two fundamental goals of the current effort were (1) to support effective sensemaking amongst readers interested to navigate COVID-19 in relation to the workplace and (2) to provide means (through future research and practical actions) that preserve employee well-being and performance (see Combe & Carrington, 2015 for more on sensemaking).

The main article was conceptualized and co-organized by KMK, JN, and MVV with early-stage input also provided by LG based on decades of teaching and researching questions related to work and organizational psychology. More specifically, 23 topics were identified on the basis of discussions as well as consultations with textbooks in work and organizational psychology. While a more systematic or quantitative approach to determining which topics to include was considered, it was quickly recognized that textbooks written prior to COVID-19 could not have anticipated the wholesale changes effected by the pandemic. Consequently, with

the benefit of the three co-organizers' experiences designing and organizing upper-level "topics" courses in work and organizational psychology over the span of decades, the list of 23 topics corresponded roughly to the array of topics that would be covered in such a course with a specific focus on topics where we anticipated that COVID-19 would effect change (e.g., the mass and abrupt movement of work to home settings for work that can be done remotely).

After identifying the 23 topics, a diverse set of 24 researchers with expertise related to the topics were invited to write two paragraphs relating to (a) how current knowledge related to the topic can help make sense of the myriad impacts of COVID-19 on the workplace and (b) how future research and practice can best proceed through the application of current knowledge. 100% of the researchers invited by the co-organizers joined the effort and promptly wrote two paragraphs with related references within one week of their invitation. In two cases, the original invitee indicated that they would partner with either a long-time collaborator or a senior graduate student on the project.

After gaining a total of 46 paragraphs with related citations from the project's co-authors, the co-organizers then proceeded to synthesize the material and, in turn, realized that some of the initial 23 topics were better consolidated rather than considered separately. Indeed, the co-organizers worked in an iterative way with the full set of co-authors in support of synthesis and flow. After submission of original and revised versions of the team's work to *American Psychologist*, reviewers helpfully suggested additional consolidation in ways that were organizationally efficient without losing substantive thinking; and, in response to both rounds of review, the full set of co-authors collaborated in support of numerous improvements. In effect, our initial list of topics benefitted from several rounds of "selective retention" (Campbell, 1960) by the co-organizers and co-authors of the paper as well as the two generous reviewers and the

Editor-in-Chief. Through these processes, our initial efforts eventually resulted in the main article that features three topic-focused sections – “emergent changes in work practices,” “emergent changes for workers,” and “moderating factors” – with three themes featured in each of the sections.

In light of the main article’s ambitious scope, this Supplemental Material is intended to (1) provide a window into the processes that were followed (as noted above) as well as (2) offer interested readers a roadmap for further reading on the wide array of topics that are presented in the article. In Table 1 provided in this Supplemental Material, classical as well as very recent references on respective topics are provided to support further explorations by interested readers.

Table 1. Brief Annotations and Directions for Further Reading

Domain of Work	Further Reading
<i>Emergent Changes in Work Practices</i>	
Work From Home	<p>For earlier research on the consequences of employees in certain occupations working from home, see Bloom et al. (2015).</p> <p>For recent research highlight differences across countries with respect to the potential of working from home, see Saltiel (2020).</p> <p>For research on Work From Anywhere, see Choudhury, Foroughi, & Larson (2019).</p>
Virtual Teamwork	<p>For an early discussion of teamwork in virtual settings, see Huang et al. (2002).</p> <p>For recent research examining the potential influence of facemasks for interpersonal interactions, see Kniffin & Palacio (2018).</p>
Virtual Leadership and Management	<p>For more on the role of leadership in the crucible of crisis situations, see Antonakis & Day (2017).</p> <p>For more on the role of charisma for leader communications, see Grabo, Spisak, & van Vugt (2017).</p> <p>For recent research suggesting the relevance of physical size for interpersonal relationships, see Kniffin, Bogan, & Just (2019) and Knapen, Pollet & van Vugt, M. (2019).</p>
<i>Emergent Changes for Workers</i>	

<p>Social Distancing and Loneliness</p>	<p>For a discussion of social and psychological interventions to promote social distancing, see Van Bavel et al. (2020).</p> <p>For early work on the importance and power of asking for help as a way of increasing prosociality, see Flynn & Lake (2008).</p> <p>For insights about alternative intervention strategies to reduce loneliness, see Masi et al. (2011).</p>
<p>Health and Well-Being</p>	<p>For recent empirical studies of presenteeism focused on the flu and showing that approximately 20% of people who are diagnosed with the flu do not take sick leave, see Imai et al. (2020) and Mikos et al. (2020).</p> <p>On the role of peer support in relation to substance abuse prevention and intervention, see Spicer & Miller (2005).</p>
<p>Unemployment and Inequality</p>	<p>For research on income inequality and health indicators across societies, see Pickett & Wilkinson (2015).</p> <p>For evidence showing higher stress-levels among the long-term unemployed, see Dettenborn et al. (2010).</p>
<p><i>Moderating Factors</i></p>	

<p>Demographic Characteristics</p>	<p>For early reports of age-related hostilities related to COVID-19, see Rudolph & Zacher (2020).</p> <p>For an earlier discussion of age in relation to employment dynamics, see Brooke & Taylor (2005).</p> <p>To complement details provided in the article:</p> <p>In the US, Black and Hispanic/Latino people represent 13 percent and 18 percent of the population, respectively, but are dying at nearly twice the rate of Whites in New York City (New York City Department of Health and Mental Hygiene, 2020). These statistics are unsurprising given that Black and Hispanic/Latino workers represent more than 60 percent of frontline workers deemed essential in New York City during the pandemic (New York City Office of the Comptroller, 2020).</p> <p>For earlier research on the role of family-related stress in relation to work, see Bhagat (1983).</p> <p>On the disparate impacts of household work on women’s professional careers, see Blair-Loy, 2003</p> <p>For preliminary findings on the gender-disparate consequences of COVID-19, see IPPR (2020) and Collins et al. (2020).</p> <p>For earlier research on the relationship between gender and work, see Gilligan (1982).</p> <p>For earlier research on the relationship between gender and empathy, see Eisenberg & Lennon (1983).</p>
---	--

<p>Individual Differences</p>	<p>For earlier research showing lower levels of Extraversion (and Openness) in countries that have historically suffered from higher levels of infectious diseases, see Schaller & Murray (2008)</p> <p>For more on the functions of extraversion, see McCabe & Fleeson (2012).</p>
<p>Organizational Norms</p>	<p>For more on national differences in responding to the COVID-19 pandemic with a focus on the workforce, see Adams-Prassl et al. (2020).</p>

References

- Adams-Prassl, A., Boneva, T., Golin, M., & Rauh, C. (2020). Inequality in the impact of the coronavirus shock: Evidence from real time surveys. *Centre for Economic Policy and Research Discussion Paper 14665*. <https://repec.cepr.org/repec/cpr/ceprdp/DP14665.pdf>
- Antonakis, J., & Day, D. V. (2017). Leadership: Past, present, and future. In J. Antonakis & D. Day (Eds.), *The nature of leadership* (3rd ed.), pp. 56-81. Thousand Oaks: Sage Publications.
- Baumeister, R. F., & Leary, M. R. (1997). Writing narrative literature reviews. *Review of General Psychology, 1*(3), 311-320.
- Bhagat, R. S. (1983). Effects of stressful life events on individual performance effectiveness and work adjustment processes within organizational settings: A research model. *Academy of Management Review, 8*(4), 660-671.
- Blair-Loy, M. (2009). *Competing devotions: Career and family among women executives*. Harvard University Press.
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics, 130*(1), 165-218.
- Brooke, L., & Taylor, P. (2005). Older workers and employment: managing age relations. *Ageing & Society, 25*(3), 415-429. doi: 10.1017/S0144686X05003466
- Campbell, D. T. (1960). Blind variation and selective retentions in creative thought as in other knowledge processes. *Psychological Review, 67*(6), 380-400
- Choudhury, P., Foroughi, C., & Larson, B. (2019). Work-from-anywhere: The Productivity

Effects of Geographic Flexibility. *Harvard Business School Technology & Operations Mgt. Unit Working Paper*, (19-054).

Collins, C., Landivar, L. C., Ruppner, L., & Scarborough, W. J. (2020). COVID-19 and the Gender Gap in Work Hours. *Gender, Work, & Organization*, in press.

doi: 10.1111/gwao.12506

Combe, I. A., & Carrington, D. J. (2015). Leaders' sensemaking under crises: Emerging cognitive consensus over time within management teams. *The Leadership Quarterly*, 26, 307-322.

Dettenborn, L., Tietze, A., Bruckner, F., & Kirschbaum, C. (2010). Higher cortisol content in hair among long-term unemployed individuals compared to controls.

Psychoneuroendocrinology, 35(9), 1404-1409.

Eisenberg, N., & Lennon, R. (1983). Sex differences in empathy and related capacities.

Psychological Bulletin, 94(1), 100-131.

Flynn, F. J., & Lake, V. K. (2008). If you need help, just ask: Underestimating compliance with direct requests for help. *Journal of Personality and Social Psychology*, 95(1), 128-143.

Gilligan, C. (1982). *In a Different Voice: Psychological theory and women's development*.

Harvard University Press.

Grabo, A., Spisak, B. R., & van Vugt, M. (2017). Charisma as signal: An evolutionary perspective on charismatic leadership. *The Leadership Quarterly*, 28(4), 473-485.

Huang, W. W., Wei, K. K., Watson, R. T., & Tan, B. C. Y. (2002). Supporting virtual team-building with a GSS: An empirical investigation. *Decision Support Systems*, 34, 359-367.

IJzerman, H., Lewis Jr, N., Weinstein, N., DeBruine, L., Ritchie, S. J., Vazire, S., ... &

Przybylski, A. K. (2020). Psychological Science Is Not yet a Crisis-ready Discipline.

<https://doi.org/10.31234/osf.io/whds4>

Imai, C., Hall, L., Lambert, S.B., & Merollini, K.M.D. (2020). Presenteeism among health care workers with laboratory-confirmed influenza infection: A retrospective cohort study in Queensland, Australia. *American Journal of Infection Control*, *48*, 355-360.

IPPR. (2020). Institute for Public Policy Research (IPPR): 2020 Covid-19 Survey on Health Workers in the UK. <https://www.ippr.org/news-and-media/press-releases/covid-19-one-in-five-healthcare-workers-could-quit-after-pandemic-unless-urgent-government-action-is-taken-ippr-warns>.

Knapen, J. E., Pollet, T. V., & van Vugt, M. (2019). When Better Seems Bigger: Perceived Performance of Adult Professional Football Players Is Positively Associated With Perceptions of Their Body Size. *Evolutionary Psychology*, *17*(2), 1474704919841914.

Kniffin, K. M., Bogan, V. L., & Just, D. R. (2019). “Big men” in the office: The gender-specific influence of weight upon persuasiveness. *PloS one*, *14*(11), e0222761.

Kniffin, K. M., & Palacio, D. (2018). Trash-talking and trolling. *Human Nature*, *29*(3), 353-369.

Masi, C. M., Chen, H. Y., Hawkey, L. C., & Cacioppo, J. T. (2011). A meta-analysis of interventions to reduce loneliness. *Personality and Social Psychology Review*, *15*, 219–266.

McCabe, K. O., & Fleeson, W. (2012). What is extraversion for? Integrating trait and motivational perspectives and identifying the purpose of extraversion. *Psychological Science*, *23*(12), 1498–1505.

- Mikos, M., Juszczak, G., Czerw, A., Strzepak, Ł., Banaś, T., Cipora, E., Deptała, A., & Badowska-Kozakiewicz, A. (2020). Refusal to take sick leave after being diagnosed with a communicable disease as an estimate of the phenomenon of presenteeism in Poland. *Medical Principles and Practice, 29*, 134-141.
- New York City Department of Health and Mental Hygiene (2020). Age adjusted rate of fatal lab confirmed COVID-19 cases per 100,000 by race/ethnicity group. Last accessed on April 29, 2020 at: <https://www1.nyc.gov/assets/doh/downloads/pdf/imm/covid-19-deaths-race-ethnicity-04082020-1.pdf>
- New York City Office of the Comptroller (2020). New York City's frontline workers. *Bureau of Policy and Research*. Last accessed on April 29, 2020 at: https://comptroller.nyc.gov/wp-content/uploads/documents/Frontline_Workers_032020.pdf
- Pickett, K. E., & Wilkinson, R. G. (2015). Income inequality and health: a causal review. *Social Science & Medicine, 128*, 316-326.
- Rudolph, C. W., & Zacher, H. (2020). "The COVID-19 generation": A cautionary note. *Work, Aging & Retirement*. doi: 10.1093/workar/waaa009
- Saltiel, F. (2020). Who can work from home in developing countries? Working Paper. Last accessed on July 3, 2020 at http://econweb.umd.edu/~saltiel/files/wfh_mostrecent.pdf
- Schaller, M., & Murray, D. R. (2008). Pathogens, personality, and culture: Disease prevalence predicts worldwide variability in sociosexuality, extraversion, and openness to experience. *Journal of Personality and Social Psychology, 95*(1), 212-221.
- Spicer, R. S., & Miller, T. R. (2005). Impact of a workplace peer-focused substance abuse prevention and early intervention program. *Alcoholism: Clinical and Experimental Research, 29*(4), 609-611.

Van Bavel, J. J., Boggio, P., Capraro, V., Cichocka, A., Cikara, M., Crockett, M., ... & Ellemers, N. (2020). Using social and behavioural science to support COVID-19 pandemic response.

Nature Human Behavior, in press.