

Employees Stress in Meeting Customers' Growing Needs during Covid-19: A Comparative Study of the Telecom Sector in Saudi Arabia

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The ongoing plight of Coronavirus-19 (COVID-19) has affected lives significantly; requiring organisations and people to adapt to this difficult time. This study focuses on having an insight into how employees in the Telecom sector are trying to keep up with the dire emergent needs and challenges in Saudi Arabia. This study sheds light on three factors namely; working from home (working hours, work environment, and screen time), organisational support (salaries, workload, and resources), personal traits (family support, self-motivation for work, and leisure time). These were the three factors taken for this study and employees were asked about coping strategies. A random group of 272 employees was selected from the telecom sector (STC and Mobily). A quantitative approach and simple random sampling design were used to collect the data through a questionnaire. The SPSS 25 was used for analysing the accumulated data, deducing findings and testing hypotheses. The findings of the study indicated clearly that there is a direct link between reduced performance and stress, in correspondence to the three mentioned variables of the present study. The inference advocates the notion that there is an urgent need for assistance and a constructive organisational system to succour employee's emotional and mental health.

Key words: *Employee Stress, Covid-19, Customer Needs, Organizational Support, Virtual Work.*

Introduction

COVID-19, an unusual coronavirus rapidly spread throughout the world at the inception of 2020. It was designated as a ‘Pandemic’ on 11th March, 2020 by the World Health Organisation (WHO). The virus first cropped up in China and is now regarded as one of the major global health threats (Wang et al., 2020). Since its emergence, within a very short period, by January 30, 2020 itself, the deadly virus had spread across 147 nations, affected hundreds of thousands of lives and had even put an end to 7800 human lives (Gostin, et al., 2020). The deadly virus has strongly induced increasing stress, anxiety, fear and frustration in the people. It has been chronicled that pandemics affect lives hugely. This Covid-19 pandemic has deeply affected our lives both in the workplace and personally. Saudi Arabia is the fastest and largest growing market for telecommunication services and products in the Middle East. Nowadays most researchers are choosing this sector for their study because of the rising importance of this industry (Halif, et.al., 2020).

Telecom operators in KSA, have started strategising to make use of the accessible possibilities to the utmost (Alsuhaibani, 2012). The three main telecom companies are expanding significantly to upgrade technology and network structures to render best possible services. As a part of this game plan, these operators are targeting the enterprise key aspects, thereby increasing the demand for ICT resolutions to keep up with the Kingdom of Saudi Arabia’s digitisation initiatives. The Kingdom Saudi Arabia is trying to diversify the economy, keeping in view the Saudi Vision 2030. Therefore, it can be expected that the higher the contribution from enterprise solutions businesses, the greater would be the profit margin of the telecom companies (Khizindar, Al-Azzam, & Khanfar, 2015).

STC – as part of its initiative “*DARE (Digitalize STC, accelerate core assist performance, reinvent customer experience at world-class standards, and expand aggressively the scale and scope)*” – continues to target on enhancing enterprise resolutions. In October 2019, the company signed more than 25 agreements with several global IT firms including Ericsson, Cisco, Nokia and Huawei. In January 2020, of late, Mobily paired with Ericsson too, to diversify the provision of IoT solutions and speed up the deployment of digital services. Stress is an umbrella term for the fear of the unknown, inept communication in a workplace, lack of vision and far-sightedness, hiatus during working from home, which eventually leads to the wastage of important resources like time and energy (Elliott, M. 2002). If not duly taken care of, all this might culminate into employees falling prey to various psychosomatic diseases due to prolonged stress. Therefore, this should be considered as a matter of foremost concern by all firms (Rains, et.al., 2021).

The target of this research is to make a study of the Private and Public sector of Saudi telecom industry vis-à-vis stress. The researcher has conducted a detailed study to fathom the degree of positivity in the implementation of HR practices to check stress during the pandemic (Arafa,

et.al., 2021). The study has highlighted existing HR practices and offers feasible suggestions to improve the pace of such practices, wherever required (Papagiannidis, Harris, & Morton, 2020). Review of literature suggests an immanent link between weak practices of employee management leading to scaling down work output and the tendency to quit during the pandemic. This study consequently undertakes the task to pinpoint the effect of variables on workplace related stress and how it impacts employees' performance in the telecom sector of Saudi Arabia (Alhuzimi, 2021).

Work from Home, Telecommunication, and Stress

An upsurge in telecommunication has forced people to spend more time using smart phones, screens and tablets. Formerly, stress and burnout levels were considered to have resulted from an increase in exposure to screens and other smart devices. Stress is a physical, mental or an emotional reaction that leads to tension, which might arise from psychological, environmental or social situations (Parveen, 2016). Burnout is described as a state of mental health that results from distress resulting from work, which involves a steady reaction to consistent interpersonal stressors (Khan & Parveen, 2020a).

Feelings of cynicism, overwhelming exhaustion and detachment are claimed to be the major factors contributing to burnout. Because of this, a person might experience a sense of futility and lack of accomplishment. Very aptly, occupational burnout is said to be a breach in the relationship between an employee and their work.

Many studies have revealed how stress resulting from smart phones/devices is directly proportional to demographic and social variables. Some studies exploring the mental effects on the different genders found that females suffer from depressive signs and sleep disorders more than males by continuous use of smartphones. Studies made on personality traits showed that telecommunication burnout is experienced by extroverted personalities were analogous to whereas introverts are said to be more vulnerable to stresses arising from telecommunication (Yen, & Shatta, 2021). Time and age also seem to bear a similar effect. The usage of electronic media by employees at night has led to a decrease in duration of their sleep and thus has led to increase in depressive symptoms. An extended duration of exposure further influences levels of anxiety and stress (Alayis, Amin, & Abdelmajeed, 2020).

Visnjic et al. (2009) studied the usage of smart devices by students at a university and drew the conclusion that the modality and intensity of the usage of such devices may aggravate occurrence of problems affecting mental health among the masses. Precisely, it was proved that the younger generation who sent more text messages showed greater signs of anxiety than the ones who browsed the internet infrequently. Stress was also found to be more widespread among people who spent a longer duration in talking over the phone (Khan & Parveen, 2020b). Khouja et al. too validated that an increase in anxiety levels is in proportion to increased

computer usage among teenagers. An antecedent for employee burnout might also be the excessive use of e-mails. Overuse of e-mails and social media can lead to information overload, while the stress that arises from regularly answering e-mails and being active on social media may also be a forerunner of burnout (de Wit, 2011).

Review of Literature

A review of the literature examined the factors responsible for stress generation among employees of public and private sector Telecom companies, namely, STC and Mobily in the Kingdom of Saudi Arabia.

Arora (2017) expressed that even the most seemingly wealthy person, with no issues related to finance, work, job and family, in the world, has experienced stress. It can be said that stress is an innate emotion, which everyone experiences from time to time in their life. While there are many definitions and studies present revealing various factors of stress, it is something that disturbs homeostasis.

Petrie (2017) explained that stress was caused by a persons own reaction, not by other people or by external events. Stress is not at all related to pressure. Stress was analysed as rumination which means a way to rethink past or future events adding negativity to those thoughts. Current work remains pending because of the things people think and rethink about especially past and future events, which is how distance is created from present life, resulting in a persons present life becoming miserable. It is recommended people take four steps to break stress, firstly, wake up; secondly, control your attention; thirdly, put things in perspective and lastly, let go.

Stress of work has come up to be a matter of growing concern for different businesses as it has reached appalling heights. According to the *National Institute for Occupational Safety and Health*, about 80 percent of workers faced job related stress (Deshpande, 2012).

Steven L. Sauter, the chief of the Applied Psychology and Ergonomics Branch of the National Institute for Occupational Safety and Health in Cincinnati, Ohio, mentioned that recent studies have proven: "the workplace has become the single greatest source of stress" (Sauter, Murphy, & Hurrell, 1990).

Al Doghan, (2020), states that within the contemporary global environment, management of employees in the telecommunication sector has become one of the most vivacious functioning areas. Background research also suggests that workplace stress has a much pejorative impact on the presentation of an individual based on four identified variables: work environment, working hours, work life balance practices and empowerment in such institutions. The findings of the study concluded that there is a direct connection between stress and reduced performance, keeping in mind the aforementioned variables of this study.

Kazmi, et.al., (2020) revealed the objective of the study to bring about a change in the application course in a swiftly changing economy by examining the barriers. The study also affirms the resistance to change scale, which consists of four major dimensions; short-term focus, emotional reaction, cognitive rigidity and routine seeking. The findings of this study assist managers in Saudi Arabia to practically win over the potential barriers to induce change.

Alzunaydi, et.al., (2020) designed a survey on the masses in Saudi Arabia to assess the extent of psychological impact amid the pandemic. This research assessed the mental health status and its psychological impact with the help of the Depression, Anxiety and Stress Scale (DASS-21) and the Impact of Event Scale-Revised (IES-R) in Saudi Arabia, in the course of the initial stage of the outbreak of COVID-19. The findings revealed that out of the sampled population, approximately one-fourth suffered moderate to severe psychological impact. Following some precautionary norms seemed to have shielded the mental health of an individual. The obtained data can be put to use in the early stages of the outbreak as it might help to map out psychological interventions directed to implement public mental health strategies and towards vulnerable populations.

AlHumaid and Farooq (2020) outlined the mental and emotional effects of the ongoing covid-19 situation and the response of the individuals in lieu of the Saudi government's steps taken to reduce the effect of this stress and mental trauma. It is thereby summarised that individuals are replying adequately to the hazard of mental disturbance, which is imposed by this virus and are also abiding by the commands laid down by the government and its health regulatory bodies. Allam and Shaik (2020) investigated the degree of the quality of work life amongst the employees working in Kingdom of Saudi Arabia. Random sampling was used to assemble the data derived from the employees serving in both the public and private sector. According to the results, there are six factors; inter-group relationships, autonomy, economic benefits, recognition, supervisory relations and self-respect. These are the utmost important factors of quality of work life in public sector, and married employees were found to have high mean score as compared to their counterparts. However a majority of company employees were experiencing low standards of work life balance.

Scope of the Study

The purpose of the research aimed to explore stressors among employees of public and private Sector Telecom Companies (STC and Mobily respectively) in Saudi Arabia. The study also emphasised an investigation of the chosen measures to reduce stress.

Research Questions

This study had the following research questions:



1. What factors caused stress among employees of Public and Private Sector Telecom Companies (STC and Mobily respectively) in Saudi Arabia during Covid-19?
2. What coping strategies were adopted by the employees of Public and Private Sector Telecom Companies (STC and Mobily respectively) in Saudi Arabia during Covid-19?

Methodology

Descriptive research design has been used in this study to describe characteristics of employees in STC and Mobily. This particular design of study is used for frequencies, averages and other statistical tools. Data was collected using a convenience sampling method. Survey questionnaires were mailed due to social distancing in lockdown for data collection and interviews were conducted on Zoom. Some of the questionnaires were incomplete but the majority responded to the survey. Following are the variables chosen for this study on the basis of a literature review ; work from home (working hours, work environment, and screen time), organisational support (salaries, workload, and resources), personal traits (family support, self-motivation for work, and leisure time). These three factors were taken for this study and coping strategies were asked from the employees.

Quantitative Data

Questionnaires were distributed to all the employees by collecting the Email book from both companies. Employees filled the questionnaire within 10 days of receiving them. An 80 per cent response rate of the employees was collected. The tool was prepared on a five-point Likert scale (0=never and 4=very often). Data analysis was done using SPSS 25. Descriptive statistics included frequencies of items, percentages, mean and standard deviation showing the level of stress. Reliability and validity test of the instrument was also done. In this study, the Cronbach's alpha was 0.76 for factors used.

Qualitative Data

Qualitative data was gathered through interviews with 09 employees (05 from STC and 04 from Mobily). These employees were working from home during the pandemic. The findings of the pilot study changed the research. Researchers asked questions about their experience during lockdown, nature of duties and work assigned to them and more general questions on the impact of lockdown and working from home.

Analysis and Interpretation

Demographic Profile

The majority of the employees were aged between 21 and 25 years. Twenty five employees were aged between 26-30 years, further 14 employees were between 31-35 years of age and 15 employees in STC were 36 years and above.. Whereas in Mobily, the majority of the employees were aged between 21 - 25 years. Twenty employees were aged between 26-30 years, a further 15 employees were between 31-35 years of age and only one employee was in 36 years and above category. Females were 52 in STC and 33 in Mobily and males were 92 in STC and 95 in Mobily.

In STC, the 10 employees were branch heads, 15 were branch manager, 33 were deputy managers, followed by assistant managers (30 employees) and others were 56 (operations). In Mobily, 08 employees were the branch heads, 13 were branch managers, 21 were deputy managers, followed by assistant managers (23 employees) and others were 63 (operations).

In STC, 99 employees were married with responsibilities of their family and 45 were unmarried out of which many were found to be living with mates and other employees. In Mobily, 80 employees were married with family and 45 were unmarried out of which many were living or sharing with other employees. In STC, out of the total, 88 employees had up to 5 years of experience, 13 employees had 6-10 years followed by 20 employees having 11-15 years of experience and lastly 23 employees were seniors having 15 years and above experience. In Mobily, 82 employees had up to 5 years of experience, 10 employees had 6-10 years, followed by 20 employees having 11-15 years of experience and lastly 16 employees were seniors having 15 years and above experience. In STC, 101 employees said they were stressed, out of 144 employees whereas in Mobily 109 employees experienced stress out of 128 employees.

Table (1.1): Demographic Profile

Variables	STC	Mobily
Age		
21-25 years	90	92
26-30 years	25	20
31-35 years	14	15
36 years and above	15	01
Gender		
Female	52	33
Male	92	95
Accommodation Status		
Branch Head	10	08

Branch Manager	15	13
Deputy Manager	33	21
Assistant Manager	30	23
Other	56	63
Marital Status		
Married	99	80
Unmarried	45	48
Level of Experience		
1-5 years	88	82
6-10 years	13	10
11-15 years	20	20
15 years and above	23	16
Are you Stressed?		
Yes	101	109
No	43	19

Source: Calculated by researcher through questionnaire.

Table (1.2): Stressors in TSC and Mobily

Particulars	Mean Values	
	STC	Mobily
WORK FROM HOME	3.94 (2)	4.24 (1)
Stress due to working hours	3.92	4.23
Stress due to change in work environment	4.06	4.02
Stress due to increase in screen time	4.13	4.42
ORGANISATIONAL SUPPORT	2.65 (3)	3.44 (3)
Stress due to Salary	1.98	1.99
Stress due to increased workload	3.68	4.15
Stress due to resources required to do the job	4.08	3.92
PERSONAL TRAITS	4.19 (1)	4.15 (2)
Stress due to lack of family support	4.01	3.93
Stress due to lack of motivation to do the work	4.11	4.24
Stress due to lack of leisure time.	3.94	4.17

Source: Calculated by researcher through questionnaire.

Table (1.2) shows three factors grouped further into three sub factors each and the mean was calculated for each factor. The overall means were then calculated based on the employees mean scores. Data indicated that the most common type of stressor was “PT” (mean=3.68) in STC as compared to Mobily; then “WFH”, (mean=2.58) in Mobily as compared to STC followed by “OS” with least stress in both the companies.

DATA ANALYSIS AND INTERPRETATION

Independent Sample T-Test (Quantitative Study)

Here the researcher checked the factors of stress of employees of Public and Private Sector Telecom Companies (STC and Mobily respectively) in Saudi Arabia in terms of **Work from home (working hours, work environment, and screen time), organizational support (salaries, workload, and resources), Personal Traits (family support, Self-motivation for work, and leisure time)**. In other words, the researcher wants to compare whether there exists any form of association between the employees of STC and Mobily. Therefore, hypotheses for this research are-

H₀1 (Null Hypothesis): *Significant difference does not exist between stress level of employees of STC and Mobily towards variable 'Organisational Support'.*

H₀2 (Null Hypothesis): *Significant difference does not exist between stress level of employees of STC and Mobily towards variable 'Work from Home'.*

H₀3 (Null Hypothesis): *Significant difference does not exist between stress level of employees of STC and Mobily towards variable 'Personal Traits'.*

Table (1.3): Independent Sample T- test

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Organisational Support	1.984	.160	-4.046	270	.000
			-4.053	267.845	.000
Work from Home	2.080	.150	-2.490	270	.013
			-2.520	267.988	.012
Personal Traits	.334	.564	.321	270	.748
			.323	269.734	.747

Source: Calculated by researcher through questionnaire.

In the above analysis of the independent sample T-test, the population variances of the scores for both groups are unequal because $p = 0.160, 0.150,$ and 0.564 respectively for three factors (i.e., $p < .05$). Therefore, the assumption of homogeneity of variances is violated. However, a bottom line is used for the results of the independent-samples t-test. So, results are reported as follows:

In case of variable "Organisational Support", $p = .000$ (i.e., $p < .05$). Therefore, it can be concluded that STC and Mobily have statistically significantly different mean scores regarding the variable "Organisational Support". There is a statistically significant difference between means ($p < .05$), and therefore, null hypothesis is rejected.

In case of variable “Work from Home”, $p = .012$ (i.e., $p < .05$). Therefore, it can be concluded that STC and Mobily have statistically significantly different mean scores regarding the variable “Work from Home”. There is a statistically significant difference between means ($p < .05$), and therefore, null hypothesis is rejected.

In case of variable “Personal Traits”, $p = .747$ (i.e., $p > .05$). Therefore, it can be concluded that STC and Mobily does not have statistically significant different mean scores regarding the variable “Personal Traits”. Therefore, null hypothesis is accepted.

Findings of the Interview (Qualitative Study)

During Covid-19, stress due to working from home, time management issues and worries about balancing employment and life at home was unavoidable. Below are the responses from employees of STC and Mobily expressing their different circumstances, situations and causes responsible for their stress during the pandemic:

Respondent A in Mobily said:

I feel confused many a times.....felt like everything is going to be over and that prevents me from getting all my things done properly that I need to do while working from home....Often, I have many things that need to be done in a day.... and I am not even able to finish my first job, because my anxiety and stress prevents me from getting things done in an effective manner. Life has been so hard and uncertain during pandemic...

Respondent B in STC said:

When I was at the beginning of my career and lockdown happened.....I was very stressed than others at my job. I just wanted to complete my work. My motivation was lost and I was thinking that everyone wanted to overcome this situation anyhow. I didn't try to be the best and I tried to just get through, do my work with this time without any worry.....also I was thinking for my employment which is important for me. So, I tried my best to look for the resources and environment required to do my job. During pandemic, my motivation really went down... I had a difficult time to even complete the basic task for my job.....

Working from home was one of the factors mentioned by a number of employees during the pandemic specially those living alone and were new to the job. Few employees mentioned that fear of virus was also a reason of worry. Very few of the employees believed that they

would have the insecurity of not only getting through this time, but of getting good work done for the company and help in internship and further for their employment.

Respondent C in Mobily said,

Duties during pandemic was concerned with more panic situations and stressful environment.....in addition to the stresses of my present situations, the future of my job, overburdened of work stressed me more and more.... Also increased screen time, sitting in front of the computer whole day make me dizzy and tired... I think it had a bad effect on my mental health also, I feel like fighting on small matters.....

Respondent D in STC said,

It's quite convenient to do work at home in terms of time flexibility but continuous facing screen for a long time and lack of physical interaction makes it less effective and stressful. Sometimes I think what is the need for me to do this and things are bad.....and the joy derived from this isn't enough to help me keep doing my work..... then I am extremely stressed by the fact that doing all this might not give fruitful results.....or even if the life ends.....

In summary stress was an inseparable aspect of these employees' life during the pandemic. The nature of this stress was diverse, such as, experiencing long periods of screen time, which were a major reason for their stress, others being time management and concerns about balancing work at home. Many employees were able to devise certain methods that enabled them to deal with the stress. The differences in gender did not make much of a variation regarding the occurrence of stress or impact the coping mechanisms for dealing with it. The clash between employees' responsibilities and their private life was also analysed. The nature of personal needs differed across employees.

Respondent E in STC said,

One reason that has helped me keep going and enabled me to fulfill my responsibilities, is the fact that I am unmarried and I don't have children and responsibilities..... I understand that having a family can help in times of emotional crisis, but suffering from problems that arise from being with family, hampers your work. So, I've had to do without all of that. But, it has also taken away the pleasures of a family life from me....as I was away from home, it was really difficult for me to manage alone do the job at the same time.....i felt stressed out and thought of quitting many times, I didn't had motivation to complete my task everyday...

Several employees reported receiving support from family members. Although, there were some of them whose accounts regarding the support of families, employees and organisation was varied. Some stated that certain employees were completely against other employees, others pretended to be supportive while others were truly supportive.

Respondent F STC said,

The company supported me a lot. When I was in third-year of my job I was pregnant. My staff helped me so that I could do my work/assignments/projects from home and my family made sure I was given the right environment so that I didn't feel burdened..... this was their support in that particular period but still I had financial issues to bother me...but during the pandemic I had to manage with my child, husband and work....

The nature of stress, and conflict between work and personal life has been found to be different for married employees and those who were single. Unmarried employees felt that their stress was minimised due to the fact that they don't have to worry about their family and nobody was there to bother them during working at home. However there are downsides to being an employee and having a child. Certain employees who had children had worries about being able to provide adequate support to their children. The situation was aggravated if their spouse was also working. Notwithstanding the pleasures of being married and having children, certain employees, in this situation, found it difficult to manage these demands during the pandemic.

Respondent G in Mobily said,

I love the work I do... Although, at the same time I yearn to be at home with my family and my daughter. I was unable to balance between these two. I have to get my work done quickly..... so that I can go home after that and spend more time with my family members. But during pandemic I had chance to work from home but still working environment was not there for me also I was lacking some resources....I have been privileged enough to have a supportive wife, although at the same time I am bothered by guilt at not being able to fulfill my other responsibilities..... I am not able to have as much personal life as I want to, since work from home takes up a bigger amount of my time.

Several single employees, talked about having to give everything to their work, at the cost of their personal lives. These employees did not complain of being caught up between their family needs and their work. However, they wished for more private time for themselves in which they could relax or pursue their hobbies. A lot of employees said that the organisation could help deal with the stress that was a consequence of having to balance their work and the pandemic. Employees who were compassionate, especially those who had their own families,

supported employees in dealing with stresses of this kind. They were also the ones who did not have problems in balancing between a family and working from home.

Respondent H in Mobily said,

I remember once I was taking with my colleague on Zoom and then told him, “I have no idea on how I would able to manage my time. “I gave everything that I could to pass my prelims. I and my wife shared the responsibility of our child, and that eats up a lot of time that I could have otherwise devoted to my professional life. I worked largely during the night and on weekends. Then I told him, I am unsure of being able to do this’. However, I motivated myself that I would definitely be able to do what I need to do.

Respondent I in STC said,

My seniors are empathetic regarding my responsibilities towards my job. They give me the necessary breaks during an emergency situation and understand what I am going through. They allow me to work as per my convenience, and I am very grateful for all their help. But it was very difficult to work from home as I was isolated and alone all the time with no time to relax with my friends to cheer and revive my mood.....i was stressed out during this course of time...

Increased screen time, literally made me stop touching phone and laptop after work. I want to be quite frank; it is very difficult to grab knowledge and do the task from being online all the time. Difficulty in writing down points, Voices aren't clear, surrounding noise interruptions, etc... No doubt, system is in heavy trouble. It's very tiring and time consuming.

The employers helped employees fulfill their needs, while making them believe that they would also be able to achieve their aims and ambition. Briefly it could be stated that most of the employees were caught in a conflict between the pandemic and working from home and their personal needs. The quantum of this conflict was dissimilar as some employees felt it more intensely than others. Employees who were married, and had children, had to undergo a different kind of stress as compared to those who were single.

Reports through Interview

The following major aspects were extracted through the interviews: among all the interviewees in STC, the majority of the employees emphasised on the stress factors related to working from home, and stated that they were largely stressed out because of this factor. According to employees in Mobily, their results showed stress from three things: issues related to working

from home, absence of leisure time and stress that was generated due to their families and work together specially for married couples. Women employees were more comfortable in talking about their personal issues compared to men in Mobily. They were also more likely to have made compromises in their personal lives to address their work concerns. The worry of employees regarding their work and covid-19 was diverse, depending on their experience in STC. Their efforts in resolving the conflict between their personal and working from home was based on their commitment.

Coping Strategies

Many individuals experienced a lot more stressed as they simply grapple with more competitive things, challenging daily activities as well as stress regarding finances. Stress is more the rule in comparison with the exemption. With all of these issues occurring, the body and the mind become influenced. It is essential to look after stress levels properly. Scholars are among the most typical sufferers of stress. Aspects like personal financial expenditures, overcommitment, family member's requirements, work deadlines and workload all of stimulate stress in scholars. Whilst a slight amount of stress can be very useful and even plays the role of a motivation for scholars, too much stress may interrupt their daily routines.

Exercise boosts the health and wellbeing as well as a feeling of fitness, which adds a lot more motivation in each day. Moreover, exercise also offers a few primary stress-busting rewards. Doing exercises can boost self-confidence, it may relax an individual. Also, it may reduce the signs and symptoms related to minor depression and anxiousness. Exercise can improve insomnia that is certainly very often disturbed by stress, sadness and anxiety. Many of these workout health benefits can certainly relieve a stress level together with offer a way of control over the body as well as lifestyle. Stress or anxiety turnout if a person feels that they cannot cope with the challenges and unfavourable circumstances of an everyday routine. It is a basic query of supply and demand for accessible psychological sources. Praing salah was also mentioned again and again during the interview for coping with stress by employees at the inceptionof the companies.

Conclusions and Implications

As we heard, excess of anything is bad. Can we totally depend on online work/work from home? Certainly not! The downside of online work is more towards to technical glitches. Doesn't matter if we are living in an urban area, we have to face network issues, what to say about the rural areas. We also heard about employees going in depression for not being able to manage the situation during pandemic. Working from home was considered as one of the major factors of stress followed by personal traits. Many employees were in favour of the company's support and resources made available by the company; salaries were not the issue for the employees in Saudi Arabia as compared to other countries. The fact that the employees did not have enough time to spare for themselves, was also mentioned by employees as a cause of



stress in their lives. Certain employees tried to sort this by drawing a line between their personal and work lives, and gave targets to themselves that they would strive to fulfill. For instance, few employees kept themselves relaxed when there was extra work while working from home, while others shifted their targets to prevent being stressed in this pandemic.

It must be mentioned that overuse of telecommunication usage can also incur adverse effects on physical health. Gazing at screens and then hunching over while using smartphones for a prolonged period of time also leads to physical harm. The lockdown has negatively affected individuals from different sectors through reduction of wages, delayed promotions, and/or because of job termination. Many organisations were compelled to limit their number of workers, working hours or completely stop working and this had led to negative socioeconomic impact on not just workers and employers but also has deeply affected national economies. Hence, anxiety and pressure levels rapidly increased among affected individuals who had to cater for themselves, the needs of their families despite the challenging times of the pandemic. The findings of this study are relevant enough and also highlight the need to upgrade company policies which shall help in coping with COVID-19 and any other future mishaps. Although the government shall condone the lockdown eventually, organisations do need to think of avant-garde to promote work. The present situation has thus necessitated people to be more astute and defter in order to foster ingenuity and innovation.

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