

## **Bibliotherapy as Strategic Management Technique for Post Covid-19 and Occupational Safety & Health Challenges**

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**Abstract:** The outbreak of Novel Covid-19 that fully shut down the global economy, international transport, local commuting, educational sector, entertainment industry, sports, manufacturing, agriculture and trading has introduced new occupational safety and health challenges into the global management system. The identification of psychological and social conditions that may trigger Occupational Safety and Health (OSH) critical problems/issues if not properly managed calls for immediate attention and possible solutions. Hence, the research focused on the application of Bibliotherapy in managing post covid-19 OSH psychological and social challenges that may affect workers and business operations. The study utilised the survey method in determining the most probable OSH Challenges that workers willing to return to work may encounter. The study further highlighted the possible methods of managing the OSH challenges; knowledge on the use of Bibliotherapy technique in managing psychosocial conditions in the workplace. Finally, recommendations are proffered on the application of bibliotherapy as an effective treatment.

**Keywords:** Bibliotherapy, Covid-19, Occupational Safety & Health, Psychosocial, Strategic management,

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### **I. INTRODUCTION**

The outbreak of Novel Coronavirus 19 otherwise known as Covid-19 that originated in Wuhan, China in 2019 orchestrated uncertainties across the globe with attendant far reaching consequences affecting all facets of life. Most importantly, with its worldwide spread across over 212 countries and territories, educational, health sectors and occupational health safety sectors were the worst hit/affected [1]. [2], [3] This pandemic outbreak with public health and safety challenges has resulted in a whopping confirmed record of 15,581,009 cases of infection and 635,173 deaths arising from covid-19 as at 25th July, 2020. The deaths of 329,699 American continent residents with USA accounting for 143,663 deaths, Brazil 84,082 deaths and Mexico 41,908 deaths of the continent covid-19 fatality. The fatality record of 209,930 deaths in Europe with the United Kingdom having 45,677 deaths, Italy 35,097 deaths, France 30,078 deaths and Spain 28,432 deaths in the continent is worrisome and of great concern to these highly developed European economies. Though, the report of 37,050 deaths from East Mediterranean; 38,993 deaths from South East Asia; 8,148 deaths in Western Pacific and Africa 11,340 deaths were relatively low when compared with records from the seven countries that topped covid-19 fatality incidents. Despite these figures, knowledge on actual numbers of workers that died, recovered or passed through covid-19 infection were unknown. [3]

The experience from the infection and loss of loved ones to covid-19 pandemic has introduced new challenges that are seriously affecting daily living and may have increased psychosocial risks. Psychosocial risks are referred to as the possibility for definite psychosocial exposures that could cause impairment that are considered as work-related stress such as extreme work-task, high emotional demand tasks, lack of colleagues backing, inadequate management recognition, violence, harassment and bullying. These risks were viewed as critical challenges to occupational safety and public health [4],[5],[6]. Therefore, efforts by scholars have led to the identification of psychosocial risk as one of the fundamental strategic evolving hazards workers' encounters especially when discussing occupational health and safety (OSH) today [7]. The grounding of the global economies and social life by covid-19 pandemic for several months without any form of accurate time on when life may return to normalcy may have increased psychosocial inclined conditions. It is worthy to note that critical international public health incidents such as Covid-19 pandemic have several effects on corporate, national and international working environments as well as workers with the possibility of inducing

psychological, social, functional and occupational after-effects. [8]. The psychological, social, functional and occupational after-effects from critical public health problems depending on how it negatively affects individual workers may snowball into mental health disorder if not adequately managed. [9].

It is common knowledge that the outbreak of covid-19 [10]. "Stress resilience during the coronavirus pandemic", European Neuropsychopharmacology, 2020 has triggered global public health and safety challenges with possibility of snowballing into critical psychosocial and mental health problems for the global populace and workers. [11], [12], [13]. Workers especially the medics, paramedics, occupational safety and health professionals, utilities services providers, emergencies handlers, transport and logistics personnel, military, paramilitary and biomedical researchers as well as other categories of essential workers were deeply involved in the management of several global public health emergencies such as SARS-CoV 1, MERS-CoV, Ebola and Covid-19 Pandemic and they may continue to be the foot soldiers in other future critical global health challenges that may surface. The psychosocial, physical and mental wellbeing of workers involved in public health and safety emergencies services is important for an effective service provision that may enhance their protection against infection while caring for the infected. [1],[14]. The risk of access to information on loss of lives to covid-19 public health emergency declared pandemic has resulted in shocks to global economies and society aside the direct negative impact on health, safety, psychosocial and mental challenges induced on the global populace and the working class [15].

The need for an effective approach in managing mental health of workers , especially healthcare workers during stressful global health emergencies , some researchers considered as highly essential as managing the pandemic itself . [2], [16]. Also the emerging mental health challenges associated with covid-19 evolving into long-range health, isolation and stigma have trigger the need for modernized measure that may address psychosocial stressors particularly those related to the use of isolation, quarantine, fear and vulnerability among the global population [2], [17]. Furthermore, the declaration by the World Health Organisation (WHO) that mental health challenges will be themain cause of disability in the world by 2030 give credence to the need for modern technique for the management of covid-19 induced psychosocial risks that may impact occupational safety and health. [18], [19]. Furthermore, the low level awareness of OSH practitioners across industries on the existence of bibliotherapy and its application in managing work-related long-term psychosocial risks broaden the relevance of the research. This paper is set to address the identified huge gaps of almost zero recognition and non-utilization of bibliotherapy as a viable management technique that may enhance OSH management system by majority of national health and safety regulatory agencies. The paper will also trigger the participation of more researchers on the application of bibliotherapy in managing covid-19 induced psychosocial challenges therefore; creating more opportunities that may address gaps in the multidisciplinary field.

### **Critical Public Health Emergencies, Rising Cases of Psychosocial and Mental Health Challenges**

The risk of infection due to close contact with patients and colleagues at workplace during the management of critical health challenges may increase psychosocial stress and mental health risks of workers as it was established with SARS-CoV [20], [21]. It was on record that medical staff that were involved in 2003 SARS-CoV outbreak in Singapore were established to develop psychiatric symptoms [22]. It was also reported that medics that have direct contact with Ebola patients experienced high levels of anxiety and stigmatization in Sierra-Leone in 2014 and in the Democratic Republic of Congo in 2018 [23]. Also, report on Korea MERS-CoV outbreak in 2015 revealed that treatment of patients with hemodialysis in isolated locations with serious reportage of decreased values in hematocrit, calcium and phosphorus level of isolated patients after two weeks. There was also report on the level of circulating cell-free genomic DNA (ccf-gDNA) and circulating cell-free mitochondrial DNA (ccf-mtDNA) which are primary indicators of psychophysical stress in man and an indication that medical isolation during critical public health challenges has caused high level of stress in similar fashion to hemodialysed patients and may be applicable to Covid-19 [19], [24].

Mental health according to the World Health Organisation (WHO) is a state of well-being in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively, and is able to contribute to his or her community [25]. Factors such as social, financial circumstances, biological, lifestyle choices, disasters, public health and safety can all shape a person's mental health. However, it is believed that everyone has the ability to develop mental health (psychosocial) conditions regardless of age, gender, economic status, religion, environment or ethnicity. Public Health emergencies as opined by some researchers may affect the health, safety, and well-being of diverse populations leading to insecurity, confusion, emotional isolation, and stigma. It may also affect communities by triggering economic losses, work and school closures, inadequate resources for medical responses, and deficient distribution of necessities [26]. These effects may translate into a range of emotional reactions such as distresses, disorders or traumatic conditions, unhealthy behaviors, including excessive substance use which may influence non-compliance with public health and safety directives such as movement restriction and vaccination of people who may have contracted the virus. Extensive research in disaster mental health has established that emotional distress is pervasive in affected populations, a finding certain to be resonated in populations affected by the Covid-19 pandemic[26].

Likewise, previous research on post-disasters revealed that most people are resilient, do not succumb to psychopathology and some people find new strengths after disaster [26]. Nevertheless, in “conventional” natural disasters, technological accidents, and intentional acts of mass destruction, the primary concern has been post-traumatic stress disorder (PTSD) arising from exposure to trauma. Medical conditions from natural causes such as life-threatening viral infection do not meet the current criteria for trauma required for the diagnosis of PTSD [27] but other psychopathology, such as depressive and anxiety disorders may ensue.

Mental health challenges encompass a range of mild to severe conditions including, for example, increased marital issues, financial stress, boredom, eating disorders, sleep disorders, hypertension, anxiety, depressive, mood, personality, and post-traumatic stress disorders [8],[26],[28],[29]. Financial stress and the burden of uncertainty is a significant source of mental distress that is currently heightened given to the economic uncertainty cause by novel covid-19 pandemic spread. Mental health is fundamental to healthy living and as a result people must endeavor to develop their mental capacity through positive thinking and engaging in positive activities.

However, the current situation may pose challenges that may impede on the thoughts and activities of people leading to mental health challenges [30],[31],[32]. The thought of isolation, quarantine, social distancing, seclusion and lockdown has made it impossible for organizations to realize their set goals and objectives for the period since the workforce was suddenly shut down. This shutdown has made the economy in distress and many organizations are having the thought of downsizing their workforce while those who are still magnanimous are paying their workforce some form of palliative. Consequently, workers are getting worried due to the fact that they are uncertain of what may happen as soon as the pandemic is over. These worries may lead to Occupational Safety and Health challenges, especially mental and occupational stress.

### **Effect of psychosocial challenges**

Study conducted few months before this work indicated that a quarter of participants reported binge drinking at least once a week in the same way one out of five reported taking prescription drugs for non-medical conditions while others reported use of illicit drugs as a result of being too anxious about the current covid-19 pandemic spread and prevention [33]. The study also exposed that there is a correlation between income inequality and high suicides rates which could be deepened as a result of covid-19 pandemic among the working age group. In the same vein, The World Health Organization has noted that depression and anxiety has an estimated cost to the global economy per year in terms of loss in productivity [33],[34].

The idea of job insecurity among the workforce can create huge stress and heighten the effect of psychological distress as well [2]. Organizational factors, institutional factors and individual factors have been identified as an influence that may critically controls or elevate the impact of Covid-19 on the psychosocial conditions of employees [35] and these factors directly or indirectly affects OSH strategic management techniques[35]. The Health and Safety Authority, Ireland, the Health and Safety Executives UK and the Occupational Safety and Health Act USA as well as EU-OSHA affirmed via legislation that employers have the responsibility of protecting their employees and to ensure that workplace are free from hazards that may physically harm them or cause their death. This hazard may include psychosocial hazard [36],[37],[38],[39],[40]. The current situation caused by COVID-19 is challenging for organizations all over the world. In this context, managers may need to work closely with human resource practitioners. Social work officers and health institutions in order to develop a safety and health plan that may be suitable for the prevention of risk of contagion and coronavirus spread within the organization.

There were signals that critical global health challenges such as SARS, MERS, Ebola and Covid-19 and several other viral infections have great negative impact on global population, workers health, mental wellbeing and productivity since it triggers sickness-induced-leave which may include psychosocial or mental stress. Psychosocial or mental stress may affect all categories of workers regardless of occupation, location (land, air, sea) and economic sector (Engineering, OHS, education, energy, transport and logistics, banking and education) [41]. It is worthy to note that countries across the world tried all within their reach in managing the spread of covid-19 by shutting down their economies, airports, factories, schools, tourist and sports etc. Yet, study revealed that some stressors that evolved during outbreaks may have long-term effects on the populace and the environment [42]. This implies that the after-effect of covid-19 and other future critical public health challenges may last longer than ever envisage due to nature of the stressors or causes.

In managing the spread of covid-19, there are several management techniques adopted across the globe, some of these are: social distancing, movement restriction, business closure and strict isolation or confinement. Confinement according to some past research creates psychologically toll on the entire population regardless of their prior mental health status, [2],[43],[44]. From the method adopted by world leaders in managing the covid-19 pandemic, it was evidenced that major determinants of mental health challenges such as social distance, movement restriction, business closure and strict isolation and confinement that were previously identified by researchers were triggered by pandemic outbreak [14],[17]. Several studies have revealed the expectation of serious increase in psychosocial challenges during the post covid-19 era. Additionally, the

expanded lists of causes of psychosocial challenges considering the negative effects of national and international borders closure, shutting down of businesses for several months, relationship of neighbours, friends and general public with covid-19 patients and their family members as well as the attitudes towards caregivers and response of those that may have lost loved ones to the pandemic situation [2],[45]. In addition, strict home isolation order, major restriction on gathering, declining business and job losses are the eventual causes that resulted from the pandemic which might have impeded on mental health of individuals [14],[17]. Others negative causes are stigmatization due to contact with covid-19 index or patient [23], inadequate protection against infection, lack of contact with family, exhaustion, insomnia, anger and fear [17],[46],[47].

### **Prevention of Psychosocial Challenges**

The urgent need for the formulation and introduction of suitable strategy in preventing and managing mental health care for Covid-19 outbreak was borne out of suggestion from researchers that worked on the subject during the early days of the pandemic [2],[48]. However, individual organizations' policies may play an important role in this context in minimizing the spread of the virus. For this purpose, the need to follow the guidelines of health officials, government regulations and the World Health Organization requirement is fundamental to the wellbeing of employees [35]. Employers need to educate and train their employees about preventive measures and as well as provide the required protective material for those who need to be present in the workplace. For instance, Ramesh and his colleagues in "Tackling Coronavirus Disease 2019 (COVID 19) in workplaces, opined that strict observance of necessary guidelines such as use of nose masks, hand sanitizers, frequent hand washing with running tap water, avoidance of touching eyes, nose and mouth and social distancing must be ensured [49]. Without ambiguity, presence of clear preventive measures in the workplace will build trust which will assist in the reduction of stress level of the employees. They will feel protected and encouraged by support received from their employer [42]. In addition, the presence of an effective mental health management system can mitigate the consequences of COVID-19 on employees' mental health [35].

Moreover, there are still debates on the nonexistence of mental health and psychosocial support systems as well as the absence of competent mental health professionals on the hazards of psychological distress during disease outbreak such as influenza, Ebola and SARS [35] citing [Shultz et al. (2015)]. Hence, the demand for rapid and systematic action suggested that employers must look beyond clinical and pharmacological interventions since not everyone may be willing to explore such options as interventions due to high cost of acquiring these forms of treatment. Consequently employers must swiftly work towards determining what other strategic management techniques which are psychologically-based interventions that are effective for addressing post Covid-19 and OSH challenges and for whom it can be applied [50].

In preparation for these uncertainties, occupational health and safety practitioners, psychologists, counselors, therapist and social workers must be proactive in proffering solutions for averting the aftermath of the post covid-19 and OSH challenges. The goal of any organization that intends to succeed after the post pandemic may include formulating strategic management techniques that can address psychological and social impact of the pandemic and also prepare for future occurrence while mobilizing for returns to normal functions. Also, in order to prepare for workers who are willing and ready to return to their workplaces, organizations must be aware that some of their workforce might have passed through some losses, therefore, strategies should be formulated to accommodate their behavioral changes as a result of the novel covid-19. Strategic management techniques such as counseling, psychotherapies, occupational therapy and bibliotherapy approaches could be put in place by organizations for addressing some of these post covid-19 and OSH challenges that may come up.

### **Bibliotherapy and Psychosocial Disorder**

Reading literature is recognized as a means of helping individuals in dealing with deep concern by offering specific strategic techniques in managing psychological, social and OSH challenges. Reading a book allows individuals or groups of people to be quiet and contemplative. It gives one the opportunity to stop, slow down and spend time with the thoughts and ideas of another person which can help in calming down emotional conditions. Books and the experience of reading can promote psychological changes, heal trauma and offer spiritual fulfillment. Like other psychotherapy, literature has the ability to resolve psychological, social and OSH challenges by helping people realize inner wholeness and self-actualization [51],[52]. Scholars in the field of psychotherapies have employed different format in using reading of books for therapeutic purposes known as 'bibliotherapy'. Reading books has been practiced in this way for many years and are now being endorsed and adopted as a means of providing psychosomatic remedy for people experiencing developmental, emotional or even psychological difficulties. Bibliotherapy integrates a special principle that brings about efficacious results that leads to changes in behavior.

The strategic management techniques being proposed is the application of bibliotherapy in addressing the possible mental health and OSH challenges that may arise as a result of the pandemic. Bibliotherapy is the use of imaginative or self-help material such as books, poetry, dramas, audio-visual aids in fiction and non-

fiction formats as intervention for combating or addressing psychosocial and OSH challenges. Bibliotherapy was affirmed as the treatment of psychological or emotional problems through the use of selected reading materials [51],[52].They went further to state that it is a therapeutic approach that works by presenting individuals with materials that teaches them through encouragement that they are not alone and that their emotional responses are perfectly normal. Bibliotherapy was also described as a “sensitive and non-intrusive” method that has the ability to support individuals in deciphering and managing their difficulties. Bibliotherapy is a unique therapy that has gained more attention and recognition over the years [53]

Several scholars have discovered that bibliotherapy has proven to be efficacious and worthy in solving different occupational health and safety related challenges especially the aftermaths of serious global public health challenges such as MERS-CoV, SARS-CoV, Ebola and we are of the opinion that it will be of immense value in managing post covid-19 challenges[51];[54],[55],[56]. Bibliotherapy can be applied in different ways, hence Rubin in 1970 classified bibliotherapy into two categories known as developmental and clinical but in 1978 she went further to state that there are three types of bibliotherapy which is shown in the table1 below:

**Table 1:** Types of bibliotherapy

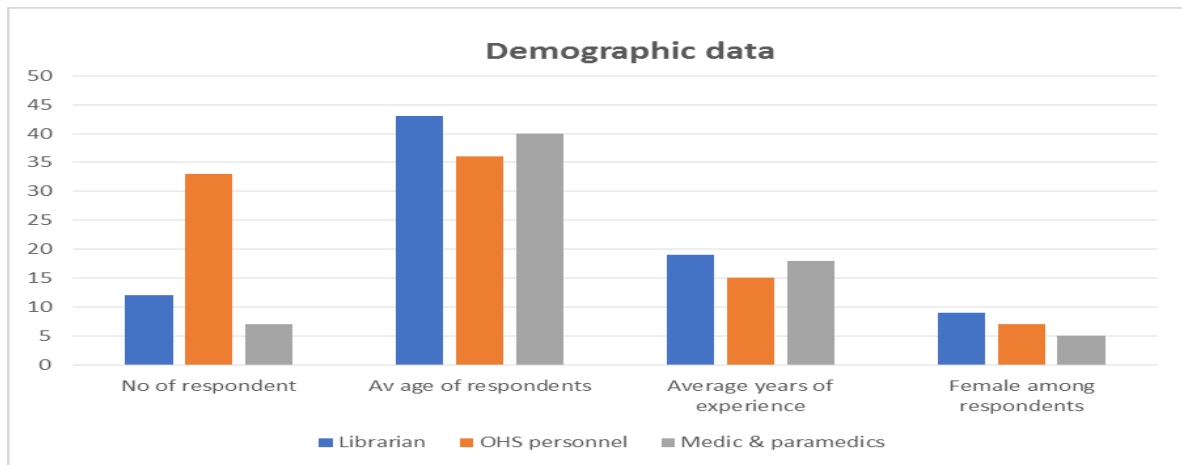
s/n	Types	Setting Purpose	Materials and Formats	Facilitator	Goals
1	Institutional	Mental Institutions;	Using books (traditional didactic) with individuals or groups	Psychiatrist, Physicians and librarian	Disseminating information, creating recreation and bringing about self-realization
2	Clinical	Institution, public and community	Using imaginative literature among voluntary or involuntary groups	Psychiatrist, Physicians and librarian	Encourages insight and achieve behavioral changes
3	Developmental	Community	Imaginative and didactic literature among Voluntary group	Librarians, counsellors, teachers and other therapist	Maintenance of mental health Promote balance behavior

Developmental bibliotherapy an aspect of bibliotherapy arose from an acceptance that there was a need to proffer treatment for emotional, psychological, and mental well-being. It also takes care of other developmental issues like building self-awareness, self-confidence, self-esteem, aids social skills, and growth outside of clinical settings[52], [57].The risk of the populace especially the working group that may exhibit psychosocial traits and impact OSH due to covid-19 pandemic is viewed as great opportunities for developmental bibliotherapy to fill the need for self-awareness and growth beyond the walls of common therapy and counseling. The application of Bibliotherapy as a strategic management technique for the 21<sup>st</sup> century in addressing workers’ psychosocial induced Occupational Health and Safety (OHS) risks will enhance the management of psychological and social conditions that may arise among the workforce after Covid-19 crisis across organizations, educational and business sectors. In order for the workforce of the 21<sup>st</sup> century to contribute towards the enhancement of a safer workplace, the management must prioritize the wellbeing of the employees.

## II. METHODOLOGY

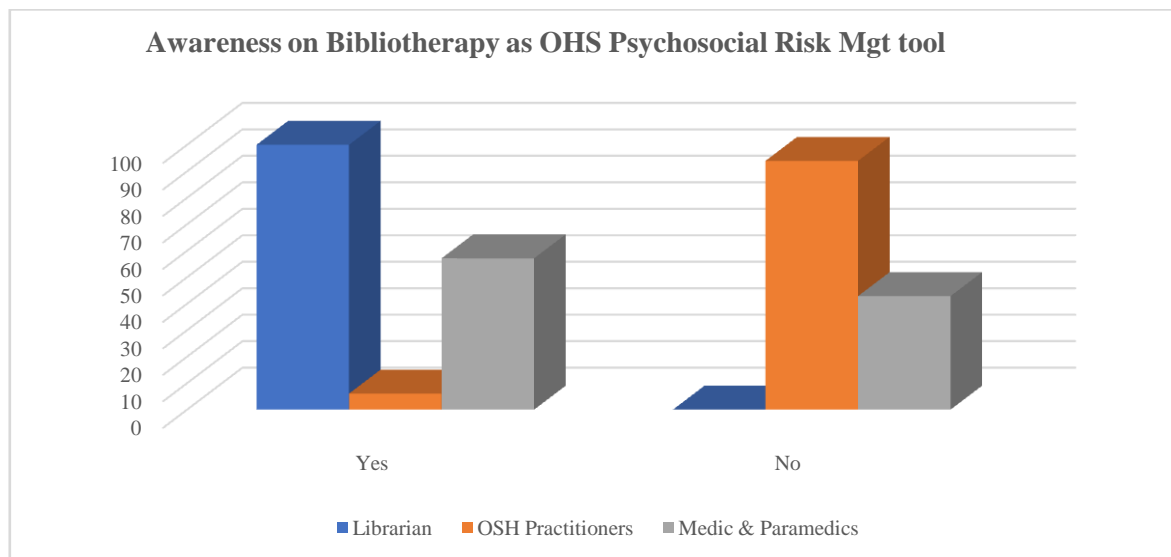
The awareness on the application of Bibliotherapy in managing psychosocial risks that may influence corporate Safety and Health Management System during and after critical public health challenges employed survey method using a self-developed questionnaire for eliciting response from respondents. The instrument contains four constructs namely: Socio-demographic information; knowledge on Covid-19, OSH and Bibliotherapy; awareness on danger Covid-19 pose on public health; and knowledge on the use of bibliotherapy as viable tool for proffering solution to psychosocial conditions that may influence OSH in the workplaces. Data gathered was analyzed using descriptive analysis such as simple percentage and bar chart. Seventy (70) professionals were randomly selected for this study due to the nature of the study, fifteen (15) among the professionals were librarians, while forty-five (45) were Occupational Health and Safety practitioners and ten (10) were medic and paramedic practitioners. Sixty-two (62) among the respondents were Nigerians while eight (8) where international respondents with two (2) respondents each from Ireland, United Kingdom, United State of America and Saudi Arabia. The two respondents from the four international countries were chosen for the purpose of establishing the reliability of the instrument used for the study. Fifty-two (52) respondents returned duly filled questionnaires while eighteen (18) were yet to be returned as at time of compiling this report.

Therefore, the outcome of this report was based on feedback from 52 respondents making a response rate of 74.29% which was seen as adequate for the study.

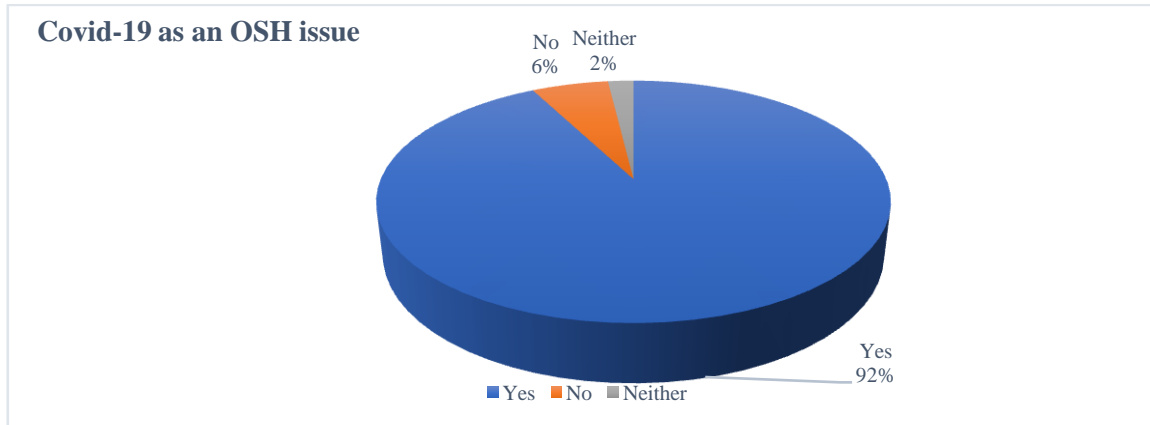


### III. OUTCOME

Findings from the respondents revealed that 100% of the respondents had adequate awareness information on covid-19 pandemic and the resultant deaths from the infection. 48(92.31%) of the respondents agreed that covid-19 is an OSH issue while 3(5.77%) believed that it is not an OSH issue and 1(1.92%) had no specified position on whether it was or not. The result from the survey based on professional classification indicated that 100% (all 12) of the librarian that participated in the study were knowledgeable on the existence of bibliotherapy and the possibility of utilizing it in managing psychosocial risks that may impact occupational safety and health-related conditions. Although, 31(93.93%) of the OHS practitioners indicated lack of previous knowledge only 2(6.06%) had previous knowledge on the existence of bibliotherapy and the possibility of utilizing it in managing psychosocial risks that may impact occupational safety and health-related conditions. 4(57.14%) out of the 7 medics and paramedics were knowledgeable on the existence of bibliotherapy and its application as alternative therapy to hospital based treatment in managing psychosocial risks that may impact occupational safety and health-related conditions.



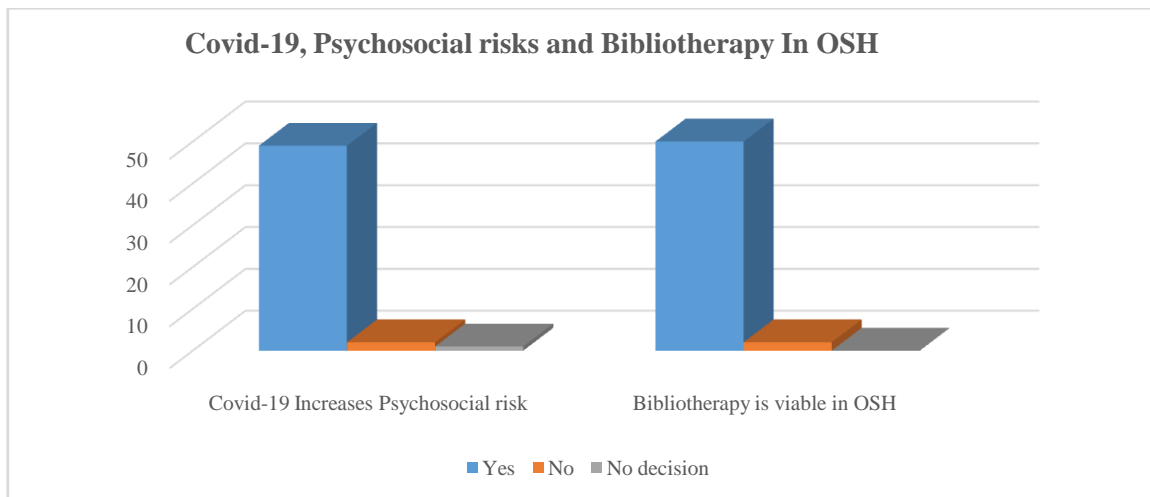
Furthermore, findings showed that 49(94.23%) among the respondents opined that covid-19 may increase psychosocial risks while 2(3.85%) adduced that covid-19 may not trigger psychosocial risks in occupational safety and health management system whereas 1(1.92%) had no definite position on possibility of covid-19 triggering psychosocial challenges that may require management therapy.



It is substantial to note that 50(96.15%) among the respondents believe that the use of bibliotherapy which involves reading of literature, singing and dancing may trigger positive thinking, boost mental health, eliminate boredom, reduces stress and may greatly assist in stemming down psychosocial risks. 2(3.85%) of the population had no belief that introduction of bibliotherapy may yield positive results in the process of curtailing psychosocial risks in corporate OSH Management systems.

The knowledge of all respondents on covid-19 pandemic and its consequences revealed a high awareness level of the populace on the critical global public health challenges. The affirmation of covid-19 as an OSH issue by 48(92.30%) as well as the confirmation by 49(94.23%) respondents that covid-19 may increase psychosocial risks affirmed the need for new mode of managing techniques in curtailing OSH risks that may arise from global public health outbreaks. The huge gaps in knowledge and application of Bibliotherapy as viable therapy in curtailing psychosocial risks revealed the possible reasons behind non-utilization of the technique in most corporate OSH management systems. Therefore, a pointer towards the need for bibliotherapy application as a strategic management technique for post covid-19 and OSH challenges.

Consequently, the positive feedback from 50(96.15%) respondents on the viability of bibliotherapy in managing psychosocial risks in the workplaces avails a new set of opportunities for the embrace and systemic introduction of bibliotherapy in OSH management system.



#### **IV. CONCLUSION AND RECOMMENDATION**

From the foregoing, it can be deduced that prioritizing psychosocial interventions such as bibliotherapy will boost the confidence of employees, enhance relief and healing to possible mental health conditions that may exist even as a result of covid-19 is of necessity. Concerned management considering the return of their workers should devise means and measures that can support the emotional and social well-being of their workforce post the pandemic especially for those with quarantined experiences, frontline workers (doctors, nurses, health officers, emergency officers hospital cleaners, etc) and even workers hoping to return to their workplaces in due cause[58]. Management can therefore develop strategic techniques for managing anticipated possible mental health conditions that will be seen as workers prepare to return to their workplaces post covid-19 experiences.

Consequently, experts who are vast in the application of bibliotherapy more than ever before can be the target of organizations in the bid to prepare for their workforce.

There are steps that make bibliotherapy a more effective solution for dealing with psychological and social conditions that employees may be facing. Management can provide reading resources in different formats such as hard copy books, electronic materials as well as audiovisual aids that can deal with different psychological and social conditions. Professionals in the field of librarianship, psychology, counselling can be employed or consulted to carry out intervention sessions with the employees as a way of helping them reintegrate into the workforce after the long period of absence from the working environment. Professionals who are used to conducting bibliotherapy sessions may draw out various plans by outlining step by step procedures such as making the employees read individually or in focused groups setting where further discussion of their challenges may be discussed.

The application of bibliotherapy follows a planned methodology based on [59] which could be an interactive format with direct interaction between the facilitator (therapist) and their clients. Lately facilitators have been able to engage their clients with bibliotherapy interventions using instantaneous delivery formats via mobile phones, social media platforms, Zoom webinars as well as other digital devices, and video conferencing, all of which are referred to as called “synchronous” delivery [59]. Furthermore, it can also be conducted in an “asynchronous” delivery formats that embraces the use of self-guided books (bibliotherapy) or electronic resources that require little or no direct contact between the facilitator and the client. However, some facilitator may combine one or more interventions alternatives for managing psychosocial challenges for individual, family, group setting. Additionally, the application of bibliotherapy intervention follows careful planning of the duration in terms of the length of sessions, frequency of time, and follow-up duration for the treatment psychosocial conditions.

Sequel to the findings from the topic under review, the following recommendations are proffered:

1. Occupational Safety & Health practitioners must ensure strategic management techniques by creating more awareness on the potential psychosocial risk of the pandemic situation on the psychological, emotional and social well-being of the workforce in the new normal organizational life and operations.
2. Management and employer of labor must ensure the provision of a conducive and supportive working atmosphere in the workplace for those who might have been affected by the pandemic in order to forestall stigmatization.
3. Management must develop strategic techniques for managing post covid-19 experiences
4. Management must be more than ready to hire experts vast in the application of bibliotherapy for their workforce.
5. Management must be deliberate in providing reading resources in different formats (hard copy books, soft-copy or electronic materials, audiovisual aids) that can deal with different psychological and social conditions.
6. Professionals like librarians, psychologist, counsellors must become proactive in proposing consultation service to organizations by providing intervention sessions with the employees

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