



solutions to Enhance Psychological Resilience during the COVID-19 Pandemic: a Case Study of RAJA Railway Transport Co.

Mir Mehrdad Peidaie¹, Jamal Saadat² *

[1] Department of Industrial Management, College of Management and Accounting, Yadegar-e-Imam Khomeini (RAH) shahre-rey Branch,

[2] Department of Public Administration, College of Management and Accounting, Yadegar-e-Imam Khomeini (RAH) shahre-rey Branch,

*Corresponding author's E-mail: jamalsaadat54@gmail.com

ABSTRACT

While globalization has favorable impacts on economic growth and employment, the undesirable effects of the significant number of confirmed COVID-19 cases can indicate its dark side during a pandemic. In the present risky situation, it is necessary to detect people prone to psychological disorders at every level of society so that their health can be protected using appropriate solutions. In this regard, the present study aimed to identify and rank solutions to improve the psychological resilience of workers in Raja Railway Transport Co. during the COVID-19 pandemic .

Method: the present study was applied in terms of the research type, and data collection was carried out according to a descriptive-survey methodology. Thus, first, everything related to solutions for improving psychological resilience during the COVID-19 pandemic in Raja Railway Transport Co. and the studies conducted in the field were investigated. Then, the hypotheses of the study were tested using a field study (questionnaires) according to the title and goal of the study .

Findings: The findings of the present study showed that out of the solutions of improving psychological resilience, changing the employees' behavior, leadership, employees' characteristics, employees' perceptions of their company's situation, accurate planning, employees' skills, capacity to resist change, fundamental factors, and feedback to employees were the most important ones, respectively.

Keywords: Psychological resilience, COVID-19 pandemic, RAJA Railway Transport Company

1. Introduction

The COVID-19 pandemic is unlike many other pandemics in the history of the world as globalization and relationships between countries have played significant roles in the spread of the illness. Moreover, the virus is spreading at a remarkably faster rate at the moment (Matri et al., 2020). While globalization has a favorable impact on economic growth and employment, the undesirable effect of the significant number of confirmed COVID-19 cases can uncover its dark side during a pandemic (Farzanegan, Feizi, & Gholipour, 2020). Even developed countries face challenges in offering healthcare services during the pandemic, and underdeveloped countries have been significantly influenced by the situation (Shrestha et al., 2020). More globalized countries have experienced the impacts in a faster and more remarkable way due to their stronger human interactions via travel and migration (Zimmerman et al., 2020). The COVID-19 pandemic has influenced almost every country around the world, and the rapid spread of the virus has imposed remarkable pressure on psychological, healthcare, and economic factors. The impacts of the disease may significantly exceed the last crisis, though it is too soon to make absolute conclusions in this regard. Nevertheless, the crisis and the ways of overcoming and interacting with it require the establishment powerful and coherent intellectual framework so that the damages and destructive effects of the disease can be alleviated (Karaberg, 2020). Social distancing influences the whole society, and people need more social and emotional proximity to overcome difficult days more conveniently (Ventrigliu, Watson, & Bhugra, 2020). Moreover, the WHO (2020) considered the impacts of the crisis on people's mental health a very serious matter. Major disorders in people's minds can no doubt influence the whole society. Mental health is influenced by a multitude of factors, including diseases (Wang et al., 2020). Since the beginning of the new century, new diseases from the coronavirus family have started to emerge periodically, and the COVID-19 pandemic is an example (WHO, 2020). As the pandemic has influenced every important economic, political, and social aspect of countries around the world, discussions on the psychological effects of the disease on people's mental health at every level of society are considerably important (Lee et al., 2020). Thus, identifying people who are prone to psychological disorders at various levels of society is essential in the present risky situation so that their health can be maintained using convenient psychological strategies. In this regard, the present study aimed to identify and rank the solutions for improving the psychological resilience of employees in RAJA Railway Transport Co. during the COVID-19 pandemic.

2. Literature Review

Psychological resilience

Psychological resilience is the ability to mentally or emotionally resist a crisis or quickly return to the pre-crisis condition (De Terte, 2014). Resilience is present when people "utilize mental processes and behaviors to improve their personal properties and protect themselves from the negative impacts of potential stressors" (Robertson, 2014). In simpler terms, psychological resilience is present in people who develop their psychological and behavioral capabilities,

allowing them to stay calm during a crisis/chaos and overcome the event without any prolonged negative consequences .

In general, resilience is considered a “positive adaptation” after a stressful or unfavorable situation (Hopf, 2015). When people face daily bombings of stress, their internal and external equilibrium gets disturbed and brings about challenges and opportunities at the same time. However, the commonplace stresses of one’s daily life can lead to positive impacts as they increase resilience. It is still unknown how much stress is favorable for every distinct person. Some people can tolerate more stress than others. According to Germain and Gitterman (1996), stress is experienced during the hard transition periods of one’s life, including growth and social changes. Damaging events in life include sorrow, sadness, losses, and environmental pressures like poverty and the violence of society (Susan, 2022). Resilience refers to the integrated adaptation of physical, mental, and spiritual aspects in a set of “good or bad” conditions; a cohesive sense of oneself as a person who can maintain the normative developmental responsibilities occurring in various stages of life (Richardson, 2002). Children’s Institute at Rochester University explains that “studies on resilience focus on investigating people who deal with their life with hope and humor despite the existence of damaging losses” (Pedro, 2005). It should be noted that resilience does not just refer to overcoming a highly stressful situation; rather, it also means coming out of the situation with “superior performance”. Resilience allows an individual to get out of hardships as a stronger and more judicious person (Antonovsky, 1979). Antonovsky (1979) argued that more flexibility could be expected when an event was evaluated as being perceivable (predictable), manageable (controllable), and meaningful (explainable) (Alan, 2004).

The first study on resilience was published in 1973. The study utilized epidemiology – the science that studies the spread of diseases – as a way to discover threats and protective factors (the ones that help to define resilience at the moment). A year later, the same group of researchers created instruments to investigate the systems that supported the development of flexibility (Garmesy, 1974) .

Emmy Werner was one of the first scholars around the world that used the term “resilience” in the 1970s when studying a group of children in Kauai, Hawaii. Kauai suffered grave poverty, and many children investigated in the study were brought by parents who were alcoholic or mentally ill. Moreover, many of the parents were unemployed. Werner stated that out of the children who grew up in such harmful situations, two-thirds of them showed damaging behaviors – e.g., substance abuse, chronic unemployment, and extramarital births (in the case of adolescent girls) -close to the end of their adolescent years. However, one-third of them did not show any damaging behavior. Werner called the latter “the flexible ones”. Thus, resilient children and their families were the ones that, according to the above definition, showed characteristics that allowed them to become more successful compared to non-resilient children and families .

Moreover, resilience emerged as a major theoretical and academic topic out of the studies on children with schizophrenic mothers in the 1980s. In a study conducted in 1989, the results showed that children with schizophrenic parents probably did not enjoy a convenient level of

peaceful care compared to the ones with healthy parents, and such harmful situations often had negative effects on the children's development. On the other hand, some children with sick patients developed well and qualified in education. This finding prompted researchers to understand such reactions to adverse situations .

Since the emergence of studies on resilience, researchers have devoted themselves to discovering protective factors that explain people's adaptation to unfavorable situations like misbehavior, tragic life events, or urban poverty. This has directed the focus of empirical works toward perceiving fundamental protective processes. Researchers endeavor to discover how some factors (e.g., relationships with one's family) can lead to gain positive results. However, such factors vary in every age group. For instance, the factors that are more highlighted among the elderly include external relationships, rigor, independence, self-care, self-acceptance, altruism, the experience of hardship, health status, and positive attitudes to life (Kamelpour et al., 2020). Resilience has a reverse correlation with some personality traits like neuroticism and negative emotions that prompt people to see themselves as vulnerable and respond to the world as something threatening, trouble-making, and annoying. Moreover, resilience has a positive correlation with openness and positive emotions, which indicate one's tendency to interact and confront the world by trusting in one's success and assigning fair value to autonomy .

COVID-19

The year 2020 brought about unprecedented changes in the global economy and the world of labor. On March 11th, the WHO described the global spread of the new coronavirus as a pandemic and urged states around the world to take all matters seriously and get ready for the first wave of the public health emergency by taking several strict measures - e.g., total quarantine in many countries (WHO, 2020). A significant portion of the workforce was ordered to stay home and practice remote work after enforcing quarantine or stay-home measures (if possible). Organizations that had already practiced remote work as well as the ones that had had no experience in that regard sent their employees home to make the ground ready for the biggest mass remote work experiment of all time. Though the number of people who practice remote work on a part-time or full-time basis had been gradually increasing over the past years (Euro Stat, 2018), the pandemic undoubtedly accelerated the acquisition of remote work procedures by employers. In a scenario like the COVID-19 pandemic, remote work has become an important aspect of ensuring the survival of businesses, while its advantages during ordinary occasions include a reduction in the time required for transportation, an increased opportunity for workers to concentrate on their responsibilities away from any distracting factor, and the creation of an opportunity to establish a better equilibrium between work and life. Remote work is an opportunity for the introduction of a more flexible schedule for workers and a substituted workplace away from one's employer. On the other hand, it may bring about risks like isolation (particularly for people who live alone) and the loss of contact with one's colleagues, and predicting and preventing them is critical .

Following the protocols for the COVID-19 pandemic and performing vaccination programs are important considerations in terms of preventing the new coronavirus (Cowling & Ilo, 2020;

Wilder-Smith & Freedman, 2020). While politicians and media have been considered critical factors in encouraging people to abide by the COVID-19 protocols (McCluskey & Heymann, 2020; Van Baul et al., 2020; West et al., 2020), there is little information available on influential organizations. Workers follow such protocols. A review of the related literature shows that organizational atmosphere is a useful framework to understand how organizational actions can change personal behavior (Quinsy & Schmincke, 2009; Schneider et al., 2013) .

Nowadays, the COVID-19 pandemic and the resulting global economic crisis are the biggest existing challenges that significantly change people's communicational habits through the use of ICT technologies. Using ICT has become a norm everywhere: in workplace, while learning, and for daily transactions. Moreover, this has particular consequences for workers because it has probably accelerated the transformation process of professions (Guillermo et al., 2021). At the moment, a lot of organizations are transforming their professional procedures successfully, and a remarkably fast transition toward remote work has taken place. Online work is becoming increasingly popular, and the number of employees who practice remote work tends to increase. For instance, Only 4.8% of employees in Latvia practiced remote work before the coronavirus pandemic, while the rate increased to 39% in 2020; in other words, the rate of employees who did remote work increased by almost eight times (Latvia Statistics Center, 2021). In addition, the polls carried out by the Latvian ICT Association showed that 43% of companies provided their employees with opportunities to practice remote work, and 45% made it possible to send and receive electronic bills. Moreover, it was found that only 26% of the companies used electronic signatures (DIGITA, 2021). As a result, the COVID-19 pandemic has forced companies to adopt a digital transformation scheme and change their methods of creating, offering, and attracting value for their customers (Logta, 2021). Moreover, companies will face the challenge of managing big data in the near future. If they do not dominate the matter, their competitive position will be seriously damaged. This may lead to the starting point of an actual industrial revolution based on convergent technologies (2030 Document). In this regard, more actions need to be carried out to fulfill digital transformation in every field. In the meantime, using digital technology in various situations to achieve diverse goals requires employees to acquire relevant qualifications, including new knowledge and skills, organizing and managing work, the competitiveness of people and companies, and other characteristics that make up an important part of development. When the processes of digital transformation become more and more in-depth, the most issue is the establishment of a convenient and flexible educational system that makes it possible to develop new qualifications and skills. The above aspects are tightly intertwined with one another: when a company is better equipped in terms of technology and has employees with more convenient qualifications and skills to utilize the technology, it has better opportunities in terms of competitiveness and access to economic, social, environmental, and consumer advantages – to name but a few. Nevertheless, it should be noted that a large portion of Latvians and people living in the EU (41% and 58%, respectively) still lack a basic knowledge of technology skills and slowly build on them. In this regard, a big research issue is that digital

transformation processes are not in close contact with the development of human capital qualifications .

A review of the research literature

In a study titled, “An investigation of the status of stress, anxiety, depression, and resilience resulting from the COVID-19 pandemic in the household of Anar County in 2020”, Nasirzadeh et al. (2020) conducted a short report study and found that 251 participants (57.7%) had stress, 233 participants (51.4%) had anxiety, and 260 participants (57.3%) had depression, and the mean score of resilience was 37.55 ± 19.18 . A significant relationship was observed between anxiety score and the participants’ jobs and ages, while a significant relationship was observed between depression and job. Thus, due to the high prevalence of mental disorders and low resilience during the breakout of an illness and the subsequent impacts, psychological interventions were proposed .

Shahyad and Mohammadi (2020) conducted a study titled “An investigation of the psychological effects of the spread of the COVID-19 pandemic on the mental health status of people in society: a systematic review”, and the results showed strong evidence supporting that people’s mental health status was a good indicator of the emergence of symptoms relevant to psychological disorders in them. Thus, the study aimed to present the prevalence of psychological symptoms among vulnerable populations during the spread of the coronavirus and specify the factors that played a role in disrupting people’s mental health during the COVID-19 pandemic .

In a study titled “An investigation of the relationship between resilience and the hypochondriasis arising from the COVID-19 pandemic: a case study in a workplace”, Mousavi et al., (2020) found that the mean score of hypochondriasis and its SD were 33.37 and 14.87, respectively, while the total mean and SD of the resilience score were 78.56 ± 20.95 . The results showed a significant relationship ($p < 0.05$) between hypochondriasis and age, work history, the use of personal protection devices, the experience of the COVID-19 pandemic, and the performance of preventive measures. Moreover, a significant relationship was found between resilience and age, work history, the performance of preventive measures, and the use of personal protection devices at $p < 0.05$. It should be noted that a significant negative relationship was observed between hypochondriasis and resilience .

Rosen et al. (2021) conducted a study titled “Promoting youth mental health during the COVID-19 pandemic: A longitudinal study” and showed that the relationship between pandemic-related stressors and mental pathology became weaker in the case of youth with a limited duration of inactive screens. Moreover, no such relationship existed in the case of children. However, this was not the case with the lower consumption of news media relevant to the pandemic. The study aimed to offer insight into simple and practical steps that families could take to increase their resilience against the youth’s mental health issues during the COVID-19 pandemic and get protected against the mental pathology that followed pandemic-related stressors .

In a study titled “Building Resilience during COVID-19: Recommendations for Adapting the DREAM Program – Live Edition to an Online-Live Hybrid Model for In-Person and Virtual Classrooms”, Parrott et al. (2021) and found that, in standard durations, almost 20% of children

and young people experienced significant emotional, behavioral, or social challenges. Nevertheless, more than fifty percent of parents reported mental health symptoms in their children during the COVID-19 pandemic. Particularly, the symptoms of depression and anxiety, obsession with pollution, challenges concerning family well-being, and behavioral concerns emerged among children during the pandemic. When such concerns are not prevented or remain untreated, they may hinder one's positive growth, place barriers against people's personal life paths and academic achievements, and prevent children from actualizing their potential capabilities. In the study, a school-based resilience program was established for children, aiming to cooperate with the involved stakeholders to translate the program into a live-online hybrid one. The team created a method to carry out the above task according to knowledge translation-coalescence, which involved stakeholders from the process of research to action. The knowledge coalescence phase aimed to create more acceptable, permanent, possible, and credible programs. Through cooperation with parents and the school board members, the qualitative topics of concerns, suggestions, and validation were created and proved to be helpful in carrying out a meaningful live-online translation process. Though the program was developed for children having mental talents as they were considered more likely to be vulnerable to mental health concerns, the involved stakeholders proposed that the program be utilized for special talents and the ones with no special talent at the same time due to the global application of instruments, particularly during the present pandemic when improving mental health is of prime importance. A live-online approach made it possible for students who studied at home or in their classrooms to take part in the program. The more large-scale consequences of the study included critical suggestions for the development of online school programs, in general, and social-emotional literacy programs for children, in particular .

Marco et al. (2020) conducted a study to investigate the impacts of the COVID-19 pandemic on the banking sector and stated that the pandemic accelerated digitalization in the banking system, though the need for innovation and digital solutions was felt as a significant factor in the banking sector even before the emergence of the crisis. Moreover, the study offered a review of the related literature and a summary of the most important elements that led to the redesign of the banking system during the pandemic. The literature on the COVID-19 pandemic and its consequences for the banking sector is still under development as the pandemic is a novel experience that is unfolding around the globe.

3. Methodology

A viewpoint regards methodology as a branch of logic or even philosophy. Another viewpoint regards it as a branch of science. On the other hand, Talcott Parsons believes that methodology is not basically dealing with the methods of empirical inquiry, including statistics, case studies, and interviews – among others – but is concerned with considering general grounds to corroborate the validity of scientific work. If considered meticulously, the methodology is neither a philosophical discipline nor a scientific one. Scholars have made specific classifications according to various criteria like a goal, time, depth, extent, application, and researchers' control and have presented a range of studies in their works (Tabibi et al., 2009, pp. 113-115) .

The present study is applied in terms of its goals because such studies aim to develop applied knowledge in a particular domain. In other words, applied studies are directed toward the applied use of knowledge, and their results can be helpful in taking better decisions in the investigated population. Thus, as applied knowledge expands mutual influence between variables and, consequently, leads to the improvement of methods and the growth of efficiency, the present study can be classified as an applied one. Moreover, it is a descriptive-survey study in terms of the manner of data collection and analysis. The population of the study consists of specialists and experts in RAJA Railway Transport Co. (N = 280). As the sample size was 280 people, Cochran's formula was utilized to determine the sample size, and 182 participants were selected for the study. The library and field study methodologies were implemented to collect the data. In the former, the theoretical foundations of the study were extracted from Persian and English dissertations, books, scientific articles, digital libraries, and internet websites, while the latter section consisted of distributing a researcher-made questionnaire based on the components of the study.

4. Finding

After the descriptive analysis of the data, inferential analysis was carried out. The research hypotheses were evaluated and tested in this section.

The third Delphi stage (theoretical saturation)

In the second stage, the outputs of Student's t-distribution and Friedman's test were provided, and their mean values were determined. The results are provided in the following table.

Table 1 The output of the one-sample t-test and Friedman's test according to questionnaire

Constructs	Mean	SD	Man rank	Friedman's test	Result
Original leadership	3.5116	1.14526	27.45	••••	Confirmed
Learning	3.3721	1.21797	25.84		Confirmed
The reduction of potential uncertainties and risks in the future	3.5930	1.17201	28.96		Confirmed

Flexible intellectual skills	3.4535	1.26172	26.52		Confirmed
The ability to solve problems	3.4535	1.26172	26.55		Confirmed
Conflict resolution skills	3.4070	1.22117	26.04		Confirmed
Understanding the existing condition of the company	3.3837	1.26648	25.73		Confirmed
Illustrating a full vision and planning for the future condition of the organization	3.3721	1.14836	25.02		Confirmed
Self-efficacy	3.1977	1.27251	23.50		Confirmed
The feeling of meaningfulness	3.3605	1.25476	25.22		Confirmed
Self-regulation	3.3023	1.14860	24.41		Confirmed
Novel attitudes toward knowledge management	3.1395	1.34744	22.56		Confirmed
Restructuring units	3.3837	1.21915	24.98		Confirmed
The manner of defining projects	3.6512	1.18587	28.63		Confirmed
Paying attention to the status of teamwork	3.5349	1.24331	26.98		Confirmed
Using novel managerial	3.5000	1.10347	26.55		Confirmed

approaches conveniently					
Users' expectations and beliefs	3.1977	1.13573	22.85		Confirmed
Recognizing resistance layers during the stages of organizational change	3.1512	1.25105	23.11		Confirmed
Transforming a behavior into a participatory one	3.5349	1.12404	27.18		Confirmed
Eliminating resistance to tendencies and behaviors	3.3837	1.17992	26.36		Confirmed
Changing the behavior and admitting new tendencies and behaviors	3.1163	1.25949	21.70		Confirmed
Interpersonal interactions	3.6279	.99465	28.32		Confirmed
Preparing the ground for the employees' participation	3.2558	1.15998	23.37		Confirmed
Knowing the factors that prompt employees to resist changes	3.4767	1.18547	25.66		Confirmed

Creation of motivation to change among the employees	3.3256	1.18264	24.00		Confirmed
Gaining the employees' trust	3.9651	1.23143	20.67		Confirmed
Understanding conditions that lead to crises	3.1047	1.18846	21.32		Confirmed
The effective management of human resources	3.0465	1.23581	21.22		Confirmed
Individual resilience	3.3256	1.20237	24.92		Confirmed
Systematic resilience	3.0581	1.25889	21.96		Confirmed
Social resilience	3.0814	1.30353	21.26		Confirmed
Physical resilience	3.1860	1.10093	22.84		Confirmed
Economic resilience	3.3953	1.11965	25.58		Confirmed
A managerial culture that encourages interactions between employees	3.4884	1.16563	26.23		Confirmed
Moral commitment to reduce non-constructive resistance	3.3721	1.25601	25.79		Confirmed
Trust	3.4651	1.05939	25.59		Confirmed

ICT processes	3.2907	1.10471	24.12		Confirmed
Convenient organizational atmosphere	3.2442	1.02826	23.28		Confirmed
Empathy among the employees	3.7093	.98059	16.30		Confirmed
Planning for the management of change	3.3140	1.06563	24.63		Confirmed
Emotional intelligence solutions	3.3605	1.02799	25.09		Confirmed
Indirect confrontation with struggles and conflicts	3.2209	1.11039	22.94		Confirmed
Convenient feedback on employees' behaviors	3.1047	1.24645	22.33		Confirmed
Training the employees in the process of change management	3.2326	1.17498	24.54		Confirmed

According to the above table, the experts consulted in the study introduced the constructs of each item as significant. However, the ranking of the indicators was approved according to the results of Friedman's test ($p < 0.05$), meaning that the indicators had a similar rank in forming the ultimate construct. The output of Kendall's test for the components of resistance against change in resilience obtained in the third stage is given in the following table:

Table 2 The statistical results of the third Delphi round

Number	20
Kendall	0.712
χ^2	181.676
df	81
Sig.	0.000

Ranking the variables according to the fuzzy network analysis

Based on the relative significance values calculated in the previous stage, triangular fuzzy numbers were calculated to harmonize the experts' opinions. The set of triangular fuzzy numbers is defined as follows:

$$\tilde{a}_{ij} = (\alpha_{ij}, \beta_{ij}, \delta_{ij})$$

where $\tilde{a}_{ij}$ is the set of triangular fuzzy numbers, α_{ij} is the lowest value of criterion j for dimension i, β_{ij} is the geometric mean of criterion j for dimension i, and δ_{ij} is the highest value of criterion j for dimension i. The following table illustrates the triangular fuzzy numbers calculated for the criteria ... It can be observed that the figures within parentheses indicate the lowest value of criterion j for dimension i, the geometric mean of criterion j for dimension i, and the highest value of criterion j for dimension i. The coefficients of each pairwise comparison matrix are given below:

In this stage, the coefficients of each pairwise matrix were calculated according to the definitions of the fuzzy network analysis process:

$$\left[\sum_{i=1}^m \sum_{j=1}^n M_{ij} \right] = (18.825, 64.651, 131.833)^{-1} = (0.0075, 0.0154, 0.0531)$$

Table 3 The interdependence of the calculated criteria was investigated in this stage using the fuzzy DEMATEL method

	1	2	3	4	5	6	7	8	9
1	0.13	0.12	-0.26	0.00	-0.08	-0.24	0.03	-0.24	-0.17
2	-0.05	0.35	0.20	0.02	0.08	0.22	0.01	0.21	0.13
3	0.20	0.11	-0.21	-0.01	-0.06	-0.20	-0.02	-0.18	-0.11
4	-0.06	-0.15	0.00	-0.01	0.00	0.00	-0.03	0.00	0.00
5	0.26	0.00	0.31	-0.02	0.08	0.21	-0.06	0.24	0.20
6	0.42	0.87	-0.11	0.12	-0.39	-0.13	0.03	-0.16	-0.06
7	0.92	6.73	-7.60	0.07	-2.15	-6.94	-1.94	-7.28	-4.79
8	-14.72	2.71	-11.19	3.44	-2.62	-7.29	0.44	-8.20	-7.15
9	-0.89	-6.94	2.23	-0.51	-0.03	2.28	3.44	1.45	1.58
10	8.02	1.30	1.94	-0.53	0.98	1.43	-2.76	2.65	1.30
11	2.52	1.11	1.63	-0.73	0.47	0.93	-0.38	1.37	1.46
12	-13.07	0.35	-1.65	2.44	0.13	1.52	2.57	-0.26	-1.39
13	5.13	-5.54	6.25	-1.01	1.70	3.99	-1.50	4.06	3.98
14	12.19	-0.01	9.47	-2.26	2.90	5.25	1.17	7.33	6.02

The criteria were obtained by considering the interdependence using the mixture of the results and the following relationship:

$$W_{\mathcal{E}} = B * W$$

	1	2	3	4	5	6	7	8	9		Finally Weight	Rank
Leadership	0.13	0.1 2	- 0.26	0.0 0	- 0.0 8	- 0.2 4	0.0 3	- 0.2 4	- 0.1 7		0.02 84	5
Accurate planning	- 0.05	0.3 5	0.20	0.0 2	0.0 8	0.2 2	0.0 1	0.2 1	0.1 3		0.03 83	4
Employees' characteristics	0.20	0.1 1	- 0.21	- 0.0 1	- 0.0 6	- 0.2 0	- 0.0 2	- 0.1 8	- 0.1 1		0.02 75	6
Employees' skills	- 0.06	- 0.1 5	0.00	- 0.0 1	0.0 0	0.0 0	- 0.0 3	0.0 0	0.0 0	=	0.00 81	9
Capacity to resist changes	0.26	0.0 0	0.31	- 0.0 2	0.0 8	0.2 1	- 0.0 6	0.2 4	0.2 0		0.02 01	8
Employees' understanding of the conditions	0.42	0.8 7	- 0.11	0.1 2	- 0.3 9	- 0.1 3	0.0 3	- 0.1 6	- 0.0 6		0.05 18	3

of the company												
Feedback to employees	0.92	6.7 3	- 7.60	0.0 7	- 2.1 5	- 6.9 4	- 1.9 4	- 7.2 8	- 4.7 9		0.82 57	1
Fundamental factors	- 14.7 2	2.7 1	- 11.1 9	3.4 4	- 2.6 2	- 7.2 9	0.4 4	- 8.2 0	- 7.1 5		0.45 67	2
Behavioral changes among employees	- 0.89	- 6.9 4	2.23	- 0.5 1	- 0.0 3	2.2 8	3.4 4	1.4 5	1.5 8		0.02 05	7

The above table illustrates the total weight of the indicators calculated according to the relationships explained before and the processes and ultimate weights.

5. Discussion & Conclusion

The present study aimed to investigate the solutions for enhancing psychological resilience in RAJA Railway Transport Co. during the COVID-19 pandemic. The results of data analysis using SPSS showed that among the investigated solutions of enhancing psychological resilience, changing employees' behavior, leadership, employees' characteristics, employees' perceptions of the conditions of the company, accurate planning, employees' skills, capacity to resist changes, fundamental factors, and feedback to employees had the highest significance in the group, respectively.

Practical-managerial suggestions

*Due to the significant and direct relationships observed between cognitive factors and ICT, between participation and capacity to change, and between planning and capacity to change, and considering shortcomings in organizational communications to introduce convenient and effective changes, it is essential to increase capacity to change by involving the employees and encouraging teamwork based on the advantages of ICT .

*Plans toward change need to take into account the characteristics, culture, and behavior of employees and organizations in a specified and accurate manner .

*Due to the significance of cognitive factors in improving employees' resilience in the processes of changing the management of railway industries, it is necessary to localize general models and develop a qualifications model suitable for the railway industry to evaluate the employees' behavioral patterns .

*As strategic planning is placed at a lower level of favorability compared to other indicators, the strategic document of management needs to be revised and modified by highlighting the topic of strategic planning .

*As the ICT index is placed at a lower level compared to other indicators, it is suggested that the required infrastructure to strengthen the index be provided, and effective and convenient actions be made in the railway industry by evaluating the effectiveness of communication channels .

*Any changes need to be in line with the conscious evaluation of situations (the existing situation, the ideal situation, and the conditions of the organization – to name but a few) to both control and confront fears and provide the most effective responses.

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