

IMPACT OF THE CRISIS CAUSED BY THE COVID-19 EPIDEMIC ON THE SLOVAKIAN LABOR MARKET

Vivien Pásztóová¹, Péter Karácsony²

Abstract

The biggest threat to people's health and social-economic well-being in the last two years has been the coronavirus epidemic. The world was dominated by a negative attitude that affected all areas of life, as the virus was the cause of emotional loss and property damage. The present study examines the effects of the coronavirus epidemic on the Slovak labor market and workers, as well as the opportunities for telework, through a questionnaire survey. During our own surveys, we conducted a questionnaire survey in the spring of 2022, during which we interviewed 205 employees. In evaluating the data, we found that the coronavirus epidemic had an impact on the workplace atmosphere, while raising fears in workers about the insecurity of keeping their jobs. Before to the pandemic, the opportunity for employers to work from home was less prevalent than during the coronavirus epidemic.

Keywords

Labor Market, Employee, Slovakia, Covid-19 Crisis

I. Introduction

The world faced a global problem in the early 2020s that caused drastic changes (Tomčíková et al., 2021). The respiratory disease caused by Covid-19 started its journey from China in late 2019. Shortly after its rapid spread, in March 2020, the WHO (World Health Organization) mentions it as a pandemic (Czech, 2022). The viral disease, which did not spare human lives and caused social and economic problems, did not escape Slovakia, and left its mark on the labor market situation in the country. Slovakia is one of the countries negatively affected by the pandemic, even though the Slovak government, like other states, has tried to offset the negative effects of the pandemic by trying to achieve various restrictive provisions. The introduction of teleworking has proved to be a sensible solution for employers to minimize physical presence at workplaces and reduce encounters. Working in a home environment offers several benefits, including higher performance, flexible time to work, and reduced commuting time between work and home. Nevertheless, employers try to pay due attention to the control of their teleworkers. The main objective of this study was to investigate the effects of the coronavirus epidemic in the workplace, and to analyse the attitudes of workers to work during the epidemic. In the online questionnaire survey, we are looking for the answer to the question of how the pandemic changed the process of working and to what extent the introduction of working from home was typical for the employees participating in the survey. Based on the knowledge from similar research, we formulated three hypotheses that were subjected to statistical testing. The results and conclusions drawn from the primary research are relevant to professionals and stakeholders researching on similar topics, however, they contribute significantly to the expansion of research on the Slovak labor market during the period of the coronavirus epidemic.

¹ Faculty of Economics, and Informatics, J. Selye University, Bratislavská cesta 3322, 945 01 Komárno, Slovakia. E-mail: vivien.paszoova97@gmail.com.

² Faculty of Economics, and Informatics, J. Selye University, Bratislavská cesta 3322, 945 01 Komárno, Slovakia. E-mail: karacsonyp@ujs.sk.

II. Literature Review

The pandemic caused by Covid-19 significantly interfered with people's daily lives, rewriting their usual patterns of behavior while also affecting the functioning of economic mechanisms (Bardovič & Gašparík, 2021). In the European Union, Slovakia is one of the Member States most affected by the virus in terms of the number of patients infected with the virus and the number of patients treated in hospital (Pavlíková et al., 2021). Following the easing of the health crisis, restoring the country's economic situation is a difficult task, as work has also been affected by the epidemic (Cepel et al., 2020). Slovakia is also one of the countries affected dramatically by the coronavirus epidemic and caused an economic crisis. The unemployment rate was the lowest in the regions of Bratislava (4.71%) and Žilina (6.7%) (Stofková & Seemann, 2021). The unemployment rate in Slovakia has been rising steadily since the last quarter of 2019, reaching 7.1% (Karácsony & Pászto, 2021). In Slovakia, the first person infected with the coronavirus was registered in March 2020 (Skorková et al., 2021), because of which the government declared a state of emergency in the country for 45 days (Capíková et al., 2021). The government envisaged preventive measures to slow the spread of the infectious disease (Köverová et al., 2021), the first step being to minimize the mobility of people, followed by despair about the country's economic situation (Černěnko et al., 2021). The emergency lasted until June 2020, so most of the restrictions in force until then were lifted, but in October 2020, due to the aggravation of the epidemic, the Slovak government declared a state of emergency again. The most stringent anti-epidemic measures were taken in January 2021 (Vitálišová et al., 2021). The viral situation in the country has also created political tensions, and subsidies to the service sector have been completely pushed into the background compared to other EU Member States (Klimovský et al., 2021). In their research, Kufelová and Raková (2020) found that due to the epidemic situation, car companies in Slovakia were forced to shut down completely, which is the driving force of the country's economy. To move forward, it is appropriate to extend to the country provisions that are aimed at economic recovery and can provide a much more prepared response to unforeseen situations affecting the country. In his studies, Hamran (2021) found that the negative impact of the pandemic also led to an increase in unemployment in Slovakia, which affected the central and eastern part of the country the most, regardless of gender. The number of available jobseekers in every district of the country has also jumped, affecting more men than women looking for work. The strata over the age of 55 have adapted the most to the recession caused by the coronavirus epidemic, the number of which has increased every year in the Slovak labor market, regardless of the emergency. In her studies, Svabova and Gabrikova (2021) address the development of the unemployment rate among young people in Slovakia (under 25 years), according to which the introduction of restrictions in the initial period of the epidemic significantly affected the employment of young people on the labor market. However, the current trend has expired by 2021 and there is a relative improvement. In their study, Svabova, Metzker and Pisula (2020) also highlight the evolution of the unemployment rate in Slovakia, which is highly dependent on restrictive provisions against the coronavirus epidemic, as operations have been restricted or stopped altogether. The highest unemployment rates were in the service sector and the entertainment industry. The Slovak government is trying to offset the negative consequences of the virus situation by providing subsidies to businesses in the hope of survival. As a result of the epidemic, employers have an even greater responsibility to retain and encourage their employees to think positively even in this irritated and hopeless situation (Hitka et al., 2021). Due to the deteriorating national health status, several legislative changes have taken place in the field of labor law, which have also affected the powers and activities of employers and employees (Freel & Pavlíková, 2021). Preventive measures that can be taken and implemented by employers include proof of absence from work in case of illness or quarantine, possibility to switch to work from home, provision of annual and compensatory leave, reorganization of work schedule, elimination of other difficulties on the part of employees (Križan, 2020). From April 2020, a decision in effect under Part 11 of the Labor Code allowed employers to reassign their employees to work from home in the event of an emergency. According to an amended decision in February 2021, all workers were

required to switch to work from home, except for workers who, due to the nature of their work, were unable to work in a home environment (Beňová, 2021). Teleworking is a relatively new type of work that provides more freedom to work in terms of time and place, as the employee organizes his or her work independently. Off-site work can be achieved through the opportunities provided by information and communication technology (ICT) (Bajzikova et al., 2016). During the pandemic, working in an electronic environment also proved to be a good decision in terms of work efficiency (Adamička & Greguš, 2021). In his study Karácsony (2021) examines the proportion of telework introduced among Slovak workers because of the coronavirus epidemic. Its results show that the proportion of homeworkers in Slovakia has increased sevenfold due to the viral situation, at the same time, workers have a positive view of telework and a significant proportion of workers would continue to work as teleworkers once the epidemic subsides.

III. Research Methodology and Results

In connection with the review of the relevant literature, we formulated the aim of our research and the hypotheses to be examined. As a research method, we used the method of quantitative research procedure, i.e., we obtained our data with the questionnaire data collection technique, so the data collection was carried out in accordance with the research objectives and the hypotheses to be examined. Sampling procedure was the snowball method. The snowball method is typically tied to online surveys, in which participants are asked to ask their acquaintances and friends to complete the questionnaire as well, thus increasing the sample. In the anonymous questionnaire, we formulated a total of 16 questions, the first part of which asked about the demographics of the potential respondent. The second part of the questionnaire analysed the effects of the coronavirus epidemic on changes in the workplace from the perspective of Slovak workers. The questionnaire survey in electronic form was carried out between March and May 2022. The data obtained in connection with the data collection were organized into a unified database, to which the spreadsheet function of Microsoft Word was applied. Data evaluation was performed in a program suitable for performing SPSS statistical tests and data analysis. For the sake of transparency and interpretability of the results, all relevant data are presented using tables and diagrams. Table 1 presents a description of sampling with simple descriptive statistics focused on illustrating some demographic data. The percentage distribution and frequency of the data are also indicated. In connection with the analysis of the data, we worked with a relatively large number of $N = 205$ samples, thus we had the opportunity to show high-quality results and formulate appropriate conclusions. As the questionnaire focused on the survey of active employees, we can also refer to the respondents as employees in the future. 61.5% of the respondents were women and 38.5% were men. Regarding age as a continuous variable, 28.3% of those in the 18-25 age group and 27.3% of those in the 36-45 age group contributed the most to the sampling. Based on education, 42.9% of respondents have a high school education and 41.0% have a college or university degree. In terms of residence, a significant proportion of respondents, 40.0%, live in a city and 39.5% in a village. According to the job classification, 54.1% of the employed do mental work, while 45.9% do physical work. In terms of economic sector, 19.5% of employees are employed in the service sector and 14.1% in trade. In terms of company size, 24.9% of employees are employed by companies with 10-49 employees and 50-249 employees.

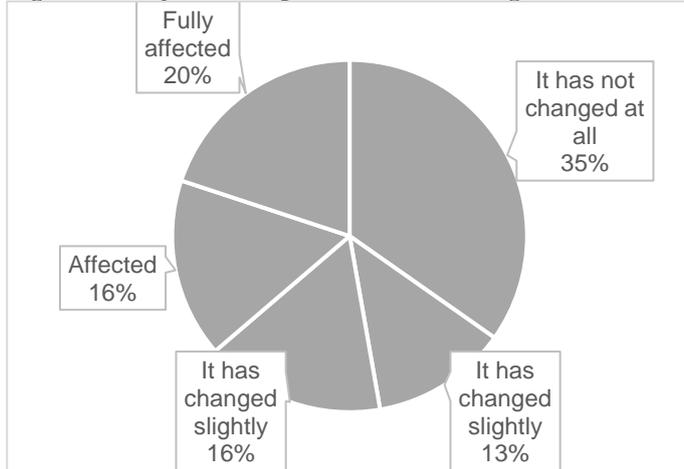
Table 1 Description of the sample

N total 205	Percentage	Frequency	Valid Percent	Cumulative Percent
Sex	Man (38.5%)	79	38.5%	38.5%
	Woman (61.5%)	126	61.5%	100%
Age	18-25 age group (28.3%)	58	28.3%	28.3%
	36-45 age group (27.3%)	56	27.3%	74.6%
Grade	High school graduation (42.9%)	88	42.9%	100%
	College/ University (41.0%)	84	41.0%	44.4%
	Town (40.0%)	82	40.0%	100%
Residence	Village (39.5%)	81	39.5%	54.1%
	Physical employment (45.9%)	94	45.9%	45.9%
Position	Intellectual employment (54.1%)	111	54.1%	100%
	Service (19.5%)	40	19.5%	98.0%
Sector	Trade (14.1%)	29	14.1%	55.6%
	10-49 (24.9%)	51	24.9%	81.0%
Company size	50-249 (24.9%)	51	24.9%	49.8%

Source: Questionnaire research based on own editing (2022)

Figure 1 shows the changes in the workplace situation during the crisis caused by Covid-19. 35% of workers believe that the coronavirus epidemic did not change it at all, while 20% of workers said the epidemic had a full impact on their workplace situation. Workers who were affected by the virus situation at work also reported how it manifested itself. 29.8% of workers described the impact of the pandemic on changes in their workplace. 31.2% of workers said they had to work from home due to the virus situation, 17.1% less, and 15.6% got more work. The biggest positive benefits of the viral situation in terms of changes in the workplace are the possibility of flexible working hours (27.3%) and a higher pay grade (8.3%). In contrast, the biggest disadvantage of the epidemic to work is the decrease in the number of working hours in 14.1%, the cessation of production for a period in 6.3% and the decrease in wages in 4.9%. In terms of the impact of the epidemic on workers, 30.2% of workers have been at home since the pandemic broke out than before.

Figure 1 Has your workplace situation changed because of Covid-19?



Source: Questionnaire research based on own editing (2022)

Table 2 shows the changes in jobs due to the pandemic. For the two statements, we were unable to work with a full sample size, which is also reflected in the percentage distributions. Downtime affected 29.3% of workers and the decline in production 70.2%.

Table 2 Workplace changes due to Covid-19

(%)	Yes	Frequency	No	Frequency
Downtime	29.3%	60	39.5%	81
Decrease in production	70.2%	144	58.5%	120

Source: Questionnaire research based on own editing (2022)

Table 3 shows the frequency of telework introduction before and after the pandemic. Employees were asked to rate on a Likert scale, where 1-never and 5-always meant options. Prior to the Covid-19 outbreak, 77.1% of workers had never used telework at work. In contrast, due to the declaration of a state of emergency and the radical deterioration of the virus situation, 13.7% of jobs occasionally and 16.1% regularly used the opportunity to work from home. Compared to the pre-pandemic period, the employment rate of telework increased by 7.8% from jobs that always provided work opportunities for their employees from home.

Table 3 Distribution of home office among employees

(%)	Never	Rarely	Sometimes	Regularly	Always
Before the Covid-19 epidemic	77.1%	9.8%	5.9%	5.4%	1.5%
Since the Covid-19 epidemic	51.7%	9.3%	13.7%	16.1%	9.3%

Source: Questionnaire research based on own editing (2022)

Table 4 shows the degree of fear of job loss in relation to employee evaluation. The rating was on a Likert scale, where 1-was not at all scared and 5-was very scared. We worked with a total number of samples during the analysis. 45.4% of workers were not at all afraid of losing their jobs because of the pandemic. Only 5.4% of workers were very afraid of losing their jobs due to the virus situation.

Table 4 Fear of losing job

Total 205					
Missing 0	Percentage	Frequency	Valid Percent	Cumulative Percent	
I'm not afraid at all	45.4%	93	45.4%	45.4%	
I'm a little afraid	19.0%	39	19.0%	64.4%	
I do not care	18.5%	38	18.5%	82.9%	
I'm afraid	11.7%	24	11.7%	94.6%	
I'm very afraid	5.4%	11	5.4%	100%	

Source: Questionnaire research based on own editing (2022)

The normality test can be examined using a variable measured on an interval scale, to which we used the variable fear of losing one's job. The Kolmogorov-Smirnov and Shapiro-Wilk tests can be used to perform the normality test. The examined answers were $N = 205$, so we worked with a total number of sample items. Table 5 shows the results of the normality test. In the case of the variable, both statistical tests are significant (0.000), because the condition $p > 0.05$ does not hold, therefore the collected data are not derived from a normal distribution.

Table 5 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Fear of losing job (1-I'm not afraid at all, 2-I'm a little afraid, 3-I do not care, 4-I'm afraid, 5-I'm very afraid)	,269	205	,000	,813	205	,000

a. Lilliefors Significance Correction

Source: Questionnaire research based on own editing (2022)

As our data from our primary research are not normally distributed, our hypotheses based on previous research are examined using non-parametric statistical tests. An alternative hypothesis H_0 was assigned to the primary hypotheses formulated in connection with the research if it is not possible to prove the primary hypothesis. As a result of the pandemic, the phenomenon of workplace anxiety and monetary insecurity was increasingly felt, indicating employment-related problems (Karacsony et al., 2022). Due to job instability and job losses, workers are placed in a vulnerable position due to a lack of established relationships. In fact, fear of losing a job appears as an emotional stressor (Godinic et al., 2020). Building on this research, we formulated our first hypothesis as follows:

H_1 : *There is a link between changes affecting Covid-19 and the fear of losing one's job.*

H_0 : *There is no link between changes affecting Covid-19 and fear of losing one's job.*

To test the first hypothesis in Table 6, we performed a nonparametric Spearman rank correlation analysis to determine the extent to which the magnitude of one variable determines the magnitude of the other variable. It quantifies the difference in the rankings of the variables examined. The correlation coefficient can be between <-1 and $1>$. During the statistical test, we worked with 1 missing data. The variables examined were changes in the workplace due to Covid-19 and fear of losing job. The value of the correlation coefficient is $r = 0.326^{**}$, which indicates a weaker than average relationship between the examined variables. Since the value took on a positive sign, a positive but not prominent correlation can be established in the same direction, so the two variables take on nearly the same value for the same person. The correlation is significant at a significance

level of $0.01 > 0.000$. Using Spearman's correlation analysis, hypothesis H1 was confirmed while alternative hypothesis H0 was rejected.

Table 6 Spearman Correlation

		Changes in the workplace due the Covid-19 epidemic	Fear of losing job
Spearman's rho	Changes in the workplace due the Covid-19 epidemic	Correlation Coefficient	,326**
		Sig. (2-tailed)	,000
		N	201
	Fear of losing job	Correlation Coefficient	1,000
		Sig. (2-tailed)	,000
		N	201

** . Correlation is significant at the 0.01 level (2-tailed).

Source: *Questionnaire research based on own editing (2022)*

Employers have used optional solutions to curb the spread of the epidemic and maintain the health status of people (Pásztóová, 2021). The WHO has called on employers to make changes to minimize mass contact with employees, such as the introduction of telecommuting or the reorganization of shifts (Lee, 2021). Based on Lee's research, we formulated our second hypothesis as follows:

H₂: *The epidemic has had an impact on changes in the workplace situation of workers.*

H₀: *The epidemic had no effect on changes in the workplace situation of workers.*

In Complex Table 7, a non-parametric Mann-Whitney U test is performed to test the second hypothesis, provided that the sample data are rankable. The last column of the complex table shows the rank sums that quantify the degree of difference between the two groups. Changes in the workplace due to Covid-19 were indicated as the grouping variable required to perform the statistical test. It can be read from the table below that the period before Covid-19 had no effect on the changes affecting the situation of employees at work, as $p = 0.009 < 0.05$. Subsequently, we also found that the pandemic caused by Covid-19 did not affect the changes affecting the situation of employees at work, as $p = 0.004 < 0.05$. In connection with the statistical test, the alternative hypothesis H0 was confirmed, while the primary hypothesis H2 was rejected.

Table 7 Mann-Whitney Ranks

	Changes in the workplace due the Covid-19 epidemic	N	Mean Rank	Sum of Ranks
Before the Covid-19 epidemic	1,0	70	45,18	3162,50
	2,0	25	55,90	1397,50
	Total	95		
Since the Covid-19 epidemic	1,0	70	44,02	3081,50
	2,0	25	59,14	1478,50
	Total	95		

	Before the Covid-19 epidemic	Since the Covid-19 epidemic
Mann-Whitney U	677,500	596,500
Wilcoxon W	3162,500	3081,500
Z	-2,631	-2,860
Asymp. Sig. (2-tailed)	,009	,004

a. Grouping Variable: Changes in the workplace due the Covid-19 epidemic

Source: *Questionnaire research based on own editing (2022)*

In Slovakia, the Labor Code lists working from home as a flexible and alternative form of employment. During teleworking, the employee performs his work away from the site or in a home environment using digital devices within the framework of an employment contract (Sukalova et al., 2015). Undoubtedly, because of the coronavirus epidemic, the opportunity to work from home has become increasingly popular, which is estimated to become an increasingly common form of work in the future (Kniffin et al., 2020). Based on these two studies, we formulated our third hypothesis as follows:

H₃: There is a correlation between the before epidemic period and the rate of introduction of telework due to the impact of the pandemic.

H₀: There is no correlation between the before epidemic period and the rate of introduction of telework due to the impact of the pandemic.

To test the third hypothesis, a non-parametric Wilcoxon test was performed, and the statistical test is illustrated in Complex Table 8. The test ranks the differences in the measurements. The variables examined are the proportion of telework introduced in the pre-epidemic period and the proportion of telework introduced because of the epidemic. The last column of the table above shows the rank totals, which show the degree of difference between the two groups. In the table below, $p = 0.000 < 0.05$, so the data provide statistically significant evidence that the studied variables affect each other (Wilcoxon, $Z = -6.756$, $p = 0.000$). After performing the statistical test, hypothesis H_0 is rejected and hypothesis H_3 is accepted.

Table 8 Wilcoxon Signed Ranks Test

		N	Mean Rank	Sum of Ranks
Before the Covid-19 epidemic	Negative Ranks	12 ^a	30,54	366,50
	Positive Ranks	77 ^b	47,25	3638,50
Since the Covid-19 epidemic	Ties	115 ^c		
	Total	204		

- a. Since the Covid-19 epidemic < Before the Covid-19 epidemic
- b. Since the Covid-19 epidemic > Before the Covid-19 epidemic
- c. Since the Covid-19 epidemic = Before the Covid-19 epidemic

	Since the Covid-19 epidemic- Before the Covid-19 epidemic
Z	-6,756 ^b
Asymp. Sig. (2-tailed)	,000

- a. Wilcoxon Signed Ranks Test
- b. Based on negative ranks.

Source: Questionnaire research based on own editing (2022)

IV. Conclusion

The negative impact of the coronavirus epidemic and the associated feeling of insecurity have not escaped the Slovak labor market either. The country is among the economies most affected by the virus, as evidenced by several studies, including by Pavlíková et al. in their 2021 study. Slovak workers surveyed felt the effects of the coronavirus at work. The impact of the pandemic on work has been most pronounced in the transition to work from home, which has also increased the possibility of flexible working hours and workers have spent much more time at home than before. In addition, the pandemic affected the volume of work. In addition, wages and working hours fell, and intermittent downtime was a major problem. As for changes in the workplace, reducing production was a greater threat than forced downtime. Fear of losing a job was only marginally seen among the workers surveyed. In the pre-epidemic period, working from home was not a common form of work, despite

workplace attempts to employ it. However, the epidemic has led to an increase in the use of home-based work by those who have always provided this atypical form of employment for their workers. During the hypothesis test, we showed that the changes in the workplace caused by the viral situation evoke in the employees a feeling of fear of losing their job. What Godovic et al. similarly found in their 2020 research. Furthermore, the epidemic was a trigger for changes in the workplace. As such a change, Lee mentions in her 2021 study the transition to work from home, the reorganization of shifts, and the rethinking of work practices. In parallel, we were able to justify the transition to work from home in our own research. Like the results of Kniffin et al. (2020), we found that the rate of working from home increased because of the pandemic. We believe that this trend may be valid for the future, as evidenced by the results presented in Karácsony's 2021 study.

Acknowledgements

The publication was supported by the Pallas Athena Domus Meriti Foundation.

References

- Adamička, M., Greguš, J. (2021). Výkon práce v digitálnom prostredí v čase pandémie koronavírusu. Collection of Papers from the International Academic Online Conference. *Realization of Social Rights During a Pandemic*. Bratislava: Bratislavské Právnické Fórum.
- Bajzikova, L. et al. (2016). How Far Is Contract and Employee Telework Implemented in SMEs and Large Enterprises? (Case of Slovakia). *Procedia – Social and Behavioral Sciences*, 235, 420-426.
- Bardovič, J., Gašparík, J. (2021). Enablers of Participatory Budgeting in Slovakia During the COVID-19 Pandemic. *Scientific Papers of the University of Pardubice*, 29(1), 1-12.
- Beňová, S. (2021). Súkromie zamestnanca pri realizácii práva na prácu počas pandémie COVID-19. Collection of Papers from the International Academic Online Conference. *Realization of Social Rights During a Pandemic*. Bratislava: Bratislavské Právnické Fórum.
- Capíková, S., Burda, E., Nováková, M. (2021). Measures Introduced in the Slovak Republic in Response to the Public Health Caused by the COVID-19 Pandemic. *Medicine, Law & Society*, 14(2), 321–350.
- Cepel, M., et al. (2020). The impact of the COVID-19 crisis on the perception of business risk in the SME segment. *Journal of International Studies*, 13(3), 1-16.
- Černěnko, T., Neubauerová, E., Zubaľová, A. (2021). Impact of the COVID-19 Pandemic on the Budget of Slovak Local Governments: Much Cry and Little Wool? *Scientific Papers of the University of Pardubice*, 29(1), 1-14.
- Czech, M. (2022). The Impact of Covid-19 Dynamics on SCDS Spreads in Selected CEE Countries. *European Research Studies Journal*, 25(1), 254-271.
- Freel, L., Pavlíková, B. (2021). Pracovné Podmienky v období pandémie. Collection of Papers from the International Academic Online Conference. *Realization of Social Rights During a Pandemic*. Bratislava: Bratislavské Právnické Fórum.
- Godinic, D., Obrenovic, B., Khudaykulov, A. (2020). Effects of Economic Uncertainty on Mental Health in the COVID-19 Pandemic Context: Social Identity Disturbance, Job Uncertainty and Psychological Well-Being Model. *International Journal of Innovation and Economic Development*, 6(1), 61-74.
- Hamran, J. (2021). Impact of the COVID-19 pandemic on the Labor Market in the Slovak Republic: Women vs. Men. *Ekonomické rozhlady – Economic Review*, 50(4), 396 – 409.

- Hitka, M. et al. (2021). The global health pandemic and its impact on the motivation of employees in micro and small enterprises: a case study in the Slovak Republic. *Economic Research-Ekonomika Istraživanja*, 1-21.
- Karacsony, P., Krupánszki, K., Antalík, I. (2022). Analysis of the Impact of the COVID-19 Crisis on the Hungarian Employees. *Sustainability*, 14, 1990.
- Karacsony, P., Pásztó, V. (2021). Az Európai Unió munkaerőpiaci helyzetének elemzése a koronavírus-válság idején. *Európai Tükör*, 24(2), 101-115.
- Karacsony, P. (2021). Impact of teleworking on job satisfaction among Slovakian employees in the era of COVID-19. *Problems and Perspectives in Management*, 19(3), 1-9.
- Klimovský, D., Nemeč, J., Bouckaert, G. (2021). The COVID-19 Pandemic in the Czech Republic and Slovakia. *Scientific Papers of the University of Pardubice*, 29(1), 1-12.
- Kniffin, K. M., et al. (2020). COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action. *American Psychologist*, 76, (1), 63-77.
- Köverová, M., Ráčová, B., Kováčová Holevová, B. (2021). Predictors of Anxiety, Stress, and Concern of COVID-19 Infection in Older Adults During the First and the Second Waves of the COVID-19 Pandemic in Slovakia. *Gerontology & Geriatric Medicine*, 7, 1-12.
- Križan, V. (2020). COVID-19 and Labour Law: Slovakia. *Italian Labour Law e-Journal*, 13(1), 19.
- Kufelová, I., Raková, M. (2020). Impact of the Covid-19 pandemic on the automotive industry in Slovakia and selected countries. *SHS Web of Conferences* 83, 01040.
- Lee, H. (2021). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety, and organisation support. *Journal of Organizational Effectiveness People and Performance*, 8(1), 97-128.
- Pásztóová, V. (2021). Výskum rozširovania práce na diaľku v kontexte Vyšehradskej Štvorky počas epidémie COVID-19. *RELIK*, Prague University of Economics and Business, Praha, 579-588.
- Pavlíková, M. et al (2021). How to Keep University Active during COVID-19 Pandemic: Experience from Slovakia. *Sustainability*, 13, 10350.
- Skorková, Z. et al. (2021). How to Lead Self-Government Employees Through the Crisis Empirical Evidence on Impact of Crisis Management Competencies on Team Performance in COVID-19 Pandemic. *Scientific Papers of the University of Pardubice*, 29(1), 1-13.
- Stofková, Z., Seemann, P. (2021). The impact of COVID-19 pandemic on the quality of life. *SHS Web of Conferences*, 129, 01029.
- Sukalova, V., Ceniga, P., Janotova, H. (2015). Harmonization of work and family life in company management in Slovakia. *Procedia Economics and Finance*, 26, 152-159.
- Svabova, L., Gabrikova, B. (2021). The Rise in Youth Employment? Impact Evaluation of COVID-19 Consequences. *Journal of Eastern European and Central Asian Research*, 8(4), 511-526.
- Svabova, L., Metzker, Z., Pisula, T. (2020). Development of Unemployment in Slovakia in the Context of the COVID-19 Pandemic. *Ekonomicko-manazerske spektrum*, 14(2), 114-123.
- Tomčíková, Ľ. et al. (2021). The Impact of the Global COVID-19 Pandemic on the Selected Practices of Human Resources Management in the Relationship to the Performance of Tourism Companies. *GeoJournal of Tourism and Geosites*, 35(2), 525-530.
- Vitálišová, K. et al. (2021). Impacts of the COVID-19 Pandemic on the Policy of Cultural and Creative Industries of Slovakia. *Scientific Papers of the University of Pardubice*, 29(1), 1-11.