

# IMPACT OF PSYCHOLOGICAL CHALLENGES ON THE MINDSET OF HEALTH CARE PROFESSIONALS DURING THE SOCIO-ECONOMIC CRISIS: EVIDENCE FROM SRI LANKA

Thanushan, T.<sup>1\*</sup>, and Mayuran, L.<sup>2</sup>

<sup>1,2</sup>*Department of Human Resource Management,  
Faculty of Management Studies and Commerce, University of Jaffna, Jaffna, Sri Lanka*  
[\\*ythasika@univ.jfn.ac.lk](mailto:ythasika@univ.jfn.ac.lk)

The socioeconomic crisis in Sri Lanka has intensified challenges within organizations, placing unprecedented stress on individuals and influencing their mindsets. In such a crisis environment, employees' attitudes toward work, ability to adapt to change, and overall engagement are being researched. The problem that needs investigation is how the socioeconomic crisis impacts individuals' mindsets, particularly in an organizational context, and how this subsequently affects their professional behavior, adaptability, and success. Are growth mindsets more resilient to external pressures and more likely to result in better job performance, engagement, and well-being? Do fixed mindsets become more entrenched under crisis conditions, leading to stagnation or disengagement? This study, therefore, examines the relationship between psychosocial factors such as perceived risk, workload management, psychological support, physical safety, and the mindset of healthcare professionals. The healthcare sector in Sri Lanka has been severely impacted by the ongoing socio-economic crisis, which has placed an immense burden on healthcare professionals. This crisis has not only intensified stress and burnout but has also heightened disparities in how individuals cope with challenges, revealing the crucial role that mindset plays in professional resilience and adaptability. This study employs a quantitative deductive method to focus on healthcare professionals in Sri Lanka. Sri Lanka's health sector employs over 155,000 workers, with women making up a significant majority of the workforce, accounting for 64%, compared to 36% of men. The sector is predominantly composed of individuals in the 25–34-year age group. The sample includes doctors, nurses, medical assistants, and support staff, with a final sample size of 110. Data were collected using systematic random sampling techniques. Responses were 41% medical assistants, 35% nurses, and 24% doctors. This geographical diversity ensures that the study captures a wide range of experiences and challenges faced by healthcare professionals across different environments in Sri Lanka. Correlation and regression analysis of the data revealed that workload management and psychological support significantly impact mindset. In contrast, psychological factors such as perceived risk and protection of physical safety showed an insignificant relationship with the mindset of healthcare professionals during a socio-economic crisis. The study

also further revealed differences between fixed and growth mindsets among the participants, highlighting how these mindsets affect their responses to challenges and support structures. The findings of this study suggest that these have practical implications for managing health professionals, particularly in times of socio-economic crisis. Since workload management and psychological support are important factors affecting mindset, healthcare organizations should prioritize these areas to foster a positive work environment. Implementing effective workload management strategies and providing strong psychological support can help foster a growth mindset among employees, leading to greater resilience and engagement. Additionally, understanding perceived risk and the limited impact of physical security protection can help managers focus resources more effectively. Adapting interventions to address the specific needs of those with fixed and growth mindsets may further improve health professionals' overall well-being and performance.

**Keywords:** Healthcare professionals, Mindset, Perceived risk, Physical security and protection, Psychological support, Workload management