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RESEARCH ARTICLE

Exploring Post-Pandemic 'New-Normal' Behavior and Its Influence on Resilience among Chinese Employees

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ABSTRACT

This study explores the behavioral adjustments of Chinese employees returning to work post-pandemic, following China's December 2022 reclassification of COVID-19 as type B influenza. Using the New Normal Behavioral Scale (NNBS), we conducted item analysis and exploratory factor analysis with 185 samples to examine the scale's structure and remove unsuitable items. A confirmatory factor analysis was then performed on 1,225 Chinese employees to assess model fit and internal structure. Additionally, the relationship between employees' background characteristics and their scores on the Connor-Davidson Resilience Scale (CD-RISC) was analyzed. A sample of 289 students was used to test the stability of the NNBS. The findings demonstrate that the NNBS has strong reliability and validity. Variables such as gender, age, education, healthy habits, and religious beliefs were found to influence CD-RISC scores. Moreover, post-pandemic behaviors, as measured by the NNBS, have a significant positive impact on employee resilience. This study provides a reliable scale for evaluating post-pandemic behaviors and their effect on resilience among Chinese employees.

INTRODUCTION

Although the epidemic has passed and life is gradually returning to a semblance of normalcy, many individuals continue to grapple with readjusting to the world anew. This transitional phase has ushered in a fresh set of adaptive challenges, giving rise to another wave of mental health concerns (Zhou and Kwok, 2024). The psychological ramifications of pandemics and subsequent shutdowns, including anxiety and depression, have been underscored by (Flaskerud and Lesser, 2023).

The pandemic has brought about substantial changes in working conditions across key sectors like agriculture (Ngan et al., 2024), and tourism (Fikri et al., 2023), largely driven by public health requirements and the need for societal restructuring (D'Angelo et al., 2021; Gilbert et al., 2020). In the post-pandemic landscape, employees are being required to transition from remote work arrangements to a return to physical office spaces. This shift has been accompanied by a plethora of psychological issues such as discomfort, anxiety, and other mental health challenges (Azizi et al., 2021). Consequently, it is imperative for companies to recognize the impact of reintegrating employees into the workplace on their safety, health, and overall well-being (Dennerlein, 2020).

Understanding the public's willingness to adhere to preventive measures during the pandemic, as highlighted by Ansari et al. (2020), is crucial for informing strategies to enhance employee resilience and adaptability in the post-pandemic workplace. While the return to the workplace necessitates a policy overhaul, the formulation of a definitive "new-normal" policy remains an ongoing process (Grinnell, 2021). Businesses in China are confronted with the formidable task of establishing a workplace environment that aligns with new safety protocols and social distancing measures (Pang,

2020). For instance, China's adeptness in leveraging high-tech solutions in manufacturing and logistics has facilitated business adaptation to the post-pandemic economy (Cyrill, 2020).

Thus, there arises a pressing need to assess Chinese employees' adaptability to the post-pandemic workplace through targeted resilience surveys. Such surveys can shed light on their "new-normal" behaviors, informing strategies to navigate future challenges. The development and implementation of a New Normal Behavioral Scale (NNBS) can assist businesses in comprehending employees' diverse physical and digital behaviors, enabling them to better adapt to evolving circumstances. However, the absence of a suitable mechanism to gauge Chinese employees' adaptation to the "new-normal" underscores the necessity for rigorous research to construct a behavioral scale.

Resilience, defined as individuals' ability to successfully adapt and maintain positive mental health in the face of adversity, assumes paramount importance in the post-pandemic context (Ahern et al., 2006; Beckwith et al., 2008; Connor and Davidson, 2003). It serves as a protective factor against emotional exhaustion and aids in crisis management for both individuals and organizations (Rushton et al., 2015; Kilic et al., 2013). Moreover, resilience is crucial for enhancing employees' coping mechanisms in the face of stressors arising from traumatic events (Darley, 2019).

In summary, an in-depth understanding of employees' behaviors, needs, and resilience levels is essential for crafting effective organizational policies. Thus, the purpose of this research is to investigate the impact of "new-normal" behavior on Chinese employees' resilience in the post-pandemic era, with the following objectives:

To develop an instrument to address the lack of a post-pandemic New-Normal Behavioral Scale (NNBS) for Chinese employees.

To investigate the impact of various background variables on Chinese employees' resilience.

To determine the correlation between the results of the NNBS and resilience among Chinese employees.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1 New-Normal Behavioral Scale

New-Normal behavior is a type of behavior that individuals developed as a way to adapt to changes during the Covid-19 pandemic. Many researchers have examined the impact of this pandemic on workers' behavior and found that, due to the frequent policy changes needed to adapt to the pandemic, not only did employees' compliance become a significant factor of workplace safety, but it was also important to cultivate safety behavior in the home, as well as in public places (Dewi et al. 2022). When Chan et al. (2022) conducted a literature review, they found that multiple studies had addressed the issue that work-life boundaries diminished during and post-pandemic, and psychological and emotional demands had intensified. Therefore, in this study of a New-Normal Behavioral Scale (NNBS), it is proposed that employees' behavior that is most affected both during and after the pandemic is safety behavior, work-life balance, and mental health.

2.1.1 Safety behavior

In industrial psychology, safety behavior is defined as compliance with a set of rules and procedures to prevent accidents and injuries to oneself and others (Sugumaran et al., 2017; Toppazzini & Wiener, 2017). Having recognized the enormous threat the pandemic poses to workers' health, the Chinese government and companies created pandemic prevention regulations to protect them (Vardoulakis et al., 2020, Perra, 2021). According to Liu et al. (2022), factors such as attitudes, societal norms, and an understanding of the risk can directly or indirectly influence people to change their behavior in compliance with the pandemic prevention regulations.

2.1.2 Work-life balance

The work-life balance was another aspect that was affected by the pandemic. The remote working that became a solution to the loss of productivity caused by the lockdown regulations during the

pandemic was accompanied by both benefits and drawbacks. On one hand, remote work enables employees to work from home, which gives them more autonomy to have a better work-life balance by managing their own schedule (Chung, 2018; Hossain et al., 2021). On the other hand, remote working can blur the boundaries between work and life, and some people may find it hard to separate the two and find a balance between them (Chan et al., 2022).

The problem of work-life balance is more prevalent during the post-pandemic period, when employees are again faced with uncertainty. Some companies require them to return to the workplace on a full-time basis, while others are applying hybrid methods, whereby workers need to adapt again and try to balance work and life once more; therefore, new-normal work-life behavior is being created based on these new policies. Several researchers have shown that workers like clinicians, who find that balancing work and life is problematic, are likely to suffer burnout at work (Callahan et al., 2018). Therefore, it is important for employers to ensure that they implement policies that can help their employees to achieve a healthy work-life balance.

2.1.3 Mental well-being

The pandemic has caused a decline in mental health, an increase in psychological distress, and burnout (Abbott, 2021; Varga et al., 2021). These effects are associated with changes in working conditions, including added hours, lockdowns, changes in workplace policies, and some loss of income. In the post-pandemic era, workers are facing a new challenge to their psychological and emotional well-being (Chan et al., 2022), with problems such as discomfort, anxiety, and other mental health issues observed as workers return to the workplace (Azizi et al., 2021). Peters et al. (2022) emphasized that it is important for the government, as well as companies, to create policies that will protect workers' mental well-being.

2.2 Resilience

Studies conducted in the 1960s of the association between the stressful events in life with diseases and mental health indicated that some people suffer emotional distress and various physical diseases, while others adapt well when they are exposed to the same stressful experience. These stressful conditions that affect individuals' mental health were later referred to as a crisis state, while their influencing factors were referred to as risk factors. According to related research, individuals' adaptive system is closely related to their field of life and stage of development. As a result, several studies on resilience have been conducted based on social groupings, such as family resilience, community resilience, and workplace resilience. Resilience is defined as the ability of individuals to successfully adapt and maintain normative or positive mental health in the face of problems (Ahern et al., 2006; Beckwith et al., 2008; Connor and Davidson, 2003).

Resilience is the main protective factor that affects individuals' adaptation after stress (Liang Baoyong and Cheng Cheng, 2012). It helps employees to recover from emotional exhaustion (Rushton et al., 2015), and is a crisis management strategy for businesses to adapt to all types of risks during natural catastrophes and traumas. In this sense, resilience is an important skill to face challenges in the workplace.

There have been many studies of the correlation between resilience and different background variables. For example, Alameddine et al. (2020) studied nurses' level of resilience during the pandemic in Lebanon based on their age, gender, marital status, educational level, years of experience, etc., while Hunt et al. (2021) studied the different effects of resilience on college students based on their background, age, ethnic group, year of study, and gender. However, the majority of studies typically only refer to one profession rather than several, which makes it difficult to compare the resilience of people with different occupations. Therefore, this study was based on testing in-service employees with a variety of occupations from various industries to enhance the generalizability of the research results.

H1: There are significant differences in the resilience of employees under different background variables.

H2: The results of the New Normal Behavioral Scale are greatly related to Chinese employees' resilience.

3. METHODOLOGY

3.1 Research Framework

The New-Normal Behavioral Scale (NNBS) was developed in the first stage of the study, with Chinese companies' workers as samples. The data was analyzed after pre-testing and formally testing the scale and collecting valid samples. The first stage of the analysis involved conducting an item analysis and exploratory factor analysis of the pre-sample as the basis for item selection. A confirmatory factor analysis of the formal sample was then conducted in order to confirm the construct validity and convergent validity of the scale. Finally, the validated samples were used to verify the validity and stability of the model.

The focus of the second stage of the analysis was the correlation between the Chinese employees' resilience their different personal background variables. The association between the "New-Normal" behavior and resilience can be seen in the research structure shown in Figure 1.

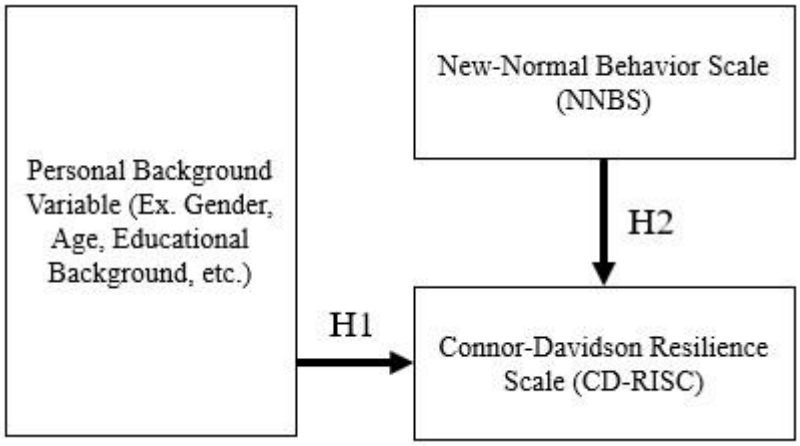

Figure 1 Hypotheses of NNBS and Personal Background Correlation with CD-RISC

3.2 Participants and procedures

The purpose of this research was to explore the new-normal behavior of Chinese employees in the workplace during the post-pandemic period, and examine the impact of employees' resilience on this behavior. The research participants consisted of in-service employees with different occupations and from various industries in order to improve the generalizability of the results. These industries included manufacturing, technology, finance, medicine, tourism, and the service industry and the participants also included full-time employees of public institutions. The background variables of the employees in the survey consisted of gender, age, daily working hours, weekly working hours, educational level, marital status, drinking habits, smoking habits, exercise habits, whether they had children, and whether they had religious beliefs.

Following the suggestion of Podsakoff, MacKenzie, Lee, and Podsakoff (2003), a psychological isolation method was utilized to reduce the occurrence of common method variance, as well as maintain the anonymity of the respondents to protect their privacy. The participants in the questionnaire survey were selected using convenience sampling and the data was collected in three stages based on the personal background variables, New-Normal Behavioral Scale (NNBS), and resilience scale. In the first stage, 185 of the 200 questionnaires distributed were found to be valid after discarding those that contained incomplete answers. 1,255 of the 1,318 questionnaires sent to the formal sample in the second stage were found to be valid, representing a recovery rate of 95.22%. In the third stage, 289 of the 300 questionnaires distributed were found to be valid and these were used for the sample review and effectiveness test.

3.3 Measurements

3.3.1 New-Normal Behavioral Scale

This scale was divided into three sub-sections: safety behavior or compliance with epidemic prevention regulations, work and life behavioral change, and mental well-being. The NNBS contained a total of 16 items, which were scored using a five-point Likert scale, with 1 = "Never" and 5 = "Always''. The higher the score, the better the ability to adapt to the new lifestyle.

The pre-sample were firstly subjected to an item analysis and exploratory factor analysis, and items were deleted based on certain principles. The extreme group test method was used to select items in the item analysis, and in the exploratory factor analysis, items were deleted if the factor loadings were < .50, or they fell into more than one factor. After completing the above steps, a new revised scale was formed and, after the formal test, the formal sample were subjected to a confirmatory factor analysis. Finally, Cronbach's alpha (α) coefficient was used to calculate the reliability of each scale. A total of 15 items were reserved in the formal scale. In this study, the α coefficient of the scale was 0.92, and the confirmatory factor analysis showed that the construct validity of the scale was good ($\chi 2$ / df = 4. 67, RMSEA = 0. 07, NFI = 0. 92, CFI = 0.93, IFI = 0.92)

3.3.2 Connor-Davidson Resilience Scale

The Connor-Davidson Resilience Scale (CD-RISC) was developed by Kathryn M. Connor and Jonathan R.T. Davidson to assess an individual's resilience (Connor and Davidson, 2003). Yu and Zhang (2007) translated the CD-RISC into Chinese and conducted research with 560 employees in the Guangdong and Beijing communities in China and it showed good reliability and validity (Cai et al., 2017; Cai et al., 2020). CD-RISC is divided into three sub-categories: tenacity, strength, and optimism. The scale has a total of 25 items and is scored using a five-point Likert scale, with 1 = "not true at all" and 5 = "true nearly all the time". The CD-RISC was used to measure the participants' feelings one month after facing the threat of major adversity or stress. The total score is 0-100, and the higher the score, the higher the resilience (Connor & Davidson, 2003). In this study, the α coefficient of the scale was 0. 88, and the confirmatory factor analysis showed that the construct validity of the scale was good ($\chi 2$ / df = 4. 52, RMSEA = 0. 08, NFI = 0. 88, CFI = 0.89, IFI = 0.89)

4. RESULTS

4.1 Participants

The participants of this study were employees from various industries in China. The personal information collected for a descriptive statistical analysis consisted of age, gender, daily working hours, weekly working hours, educational level, marital status, drinking habits, smoking habits, exercise habits, whether they had children and whether or not they had religious beliefs.

The socio-demographic and health characteristics of the participants are shown in Table 1. A total of 1255 people (665 males and 590 females) completed the survey. About half of them were 25-35 years old (n=654, 52.8%). The number who worked for more than 8 hours a day (n=625, 49.7%) was almost the same as the number who worked for 8 hours or less (n=630, 50.3%), while a few (n=699, 55.6%) worked for more than 40 hours a week. The majority of the participants had a university degree (n=1054, 83.6%), and only a few had either a high school diploma (n=88 7%) or an educational level higher than a university degree (n=113, 9.4%). Most of them were married (n=850, 67.7%), while 389 (31.0%) were single.

In terms of their habits, half of the participants reported that they occasionally drank alcohol (n=628, 50%) but the majority of them said that they had never smoked or smoked very little (n=994, 79.2%). Half of them said they exercised 1-2 times per week (n=592, 47.2%), and some said they exercised 3 or more times per week (n=435, 34.7%).

771 of the participants (61.4%) had children, while 484 (38.6%) did not. The majority of them claimed to have no religious belief (n=1099, 87.6%), while a few of them did (n=156, 12.4%).

Table 1. Sample characteristics

Demographics		Total population (n)	Percentage
Gender	Male	665	53.00%
	Female	590	47.00%
Age	<25 years old	217	17.30%
	25-35 years old	654	52.20%
	35-45 years old	236	18.80%
	>45 years old	148	11.70%
Daily Work Hours	>8 hours	625	49.70%
	<=8 hours	630	50.30%
Weekly Work Hours	>40 hours	699	55.60%
	<=40 hours	556	44.40%
Highest Education	High School or below	88	7.00%
	University	1054	83.60%
	Graduate and upper	113	9.40%
Marital Status	Never Married	389	31.00%
	Married	850	67.70%
	Divorced	16	1.30%
Drinking Habits	Never or very rarely drinks	558	44.50%
	Occasionally drinks	628	50.00%
	Often drinks	69	5.50%
Smoking Habits	Never or very rarely smoke	994	79.20%
	Occasionally smoke	155	12.40%
	Often smoke	106	8.40%
Exercise Habits	Less than 1 time a week	228	18.20%
	1-2 times a week	592	47.20%
	3 times or more a week	435	34.70%
Do you have any children?	Yes	771	61.40%
	No	484	38.60%
Do you have any religious beliefs?	Yes	156	12.40%
	No	1099	87.60%

4.2 NNBS Validity Analysis

4.2.1 Item Selection and Exploratory Factor Analysis

The New-Normal Behavioral Scale had a total of 15 questions divided into 3 dimensions: safety behavior, work-life balance, and mental well-being. 4 questions related to safety behavior (e.g., I am able to adapt and maintain personal precautions such as washing my hands frequently and wearing a mask in public places). 7 related to work-life balance (e.g., After the pandemic, I am able to adjust to spending more time with my family), and 4 related to mental well-being (e.g., I feel that I need more care from friends or family members).

185 subjects were chosen for the item analysis in this study, and all the items were found to have good discrimination (CR values reached the critical value of p<.001), although one item was deleted in the total correlation analysis of the homogeneity test (r < .03) (Wu, 2011; Churchill, 1979). The results of the exploratory factor analysis were as follows: the factor loading of safety behavior was 0.683-0.864, while the factor loading of work-life balance was 0.525-0.789 and the factor loading of mental well-being was 0.618-0.857. Therefore, these three factors could explain 64.33% of the total variance.

4.2.2 Construct Validity

Kline (2005) and Mardia & Foster (1983) proposed some criteria to determine if the data conform to the assumptions of normal distribution and univariate normal distribution. The skewness value of each observation variable ranged from -0.42 to -0.83, and the kurtosis value ranged from -0.04 to 0.716, which indicated that the data conformed to the assumption of univariate normal distribution. The multivariate normality was tested using the Mardia Coefficient (Mardia & Foster, 1983) and the result was 15, which is less than P*(P+2) = 255 with P=15 (number of items). This meant that it conformed to the multivariate normal distribution assumption, and the parameters could be estimated by the maximum likelihood estimation method.

4.2.2.1 Offending Estimates

A suggested by Hair et al. (1998) the analytical results showed that the variance of each item was positive and significant. The standardized regression coefficient was between .618~.856, which is not close to or exceeding 1. There was also no excessive standard error; hence, it could be concluded that there were no offending estimates.

4.2.2.2 Goodness of Fit of Scale

The NNBS model is shown in Figure 2, and the index values of the overall goodness of fit of the model are shown in table 2. The study's NFI, CFI, and IFI were all larger than .90 (Abedi et al, 2015). While RMSEA was less than .08 and CN was greater than 200 ($\chi 2$ / df = 4. 67, RMSEA = 0. 07, CN=248), indicating that the development of this model is sustainable (Hair et al., 2010).

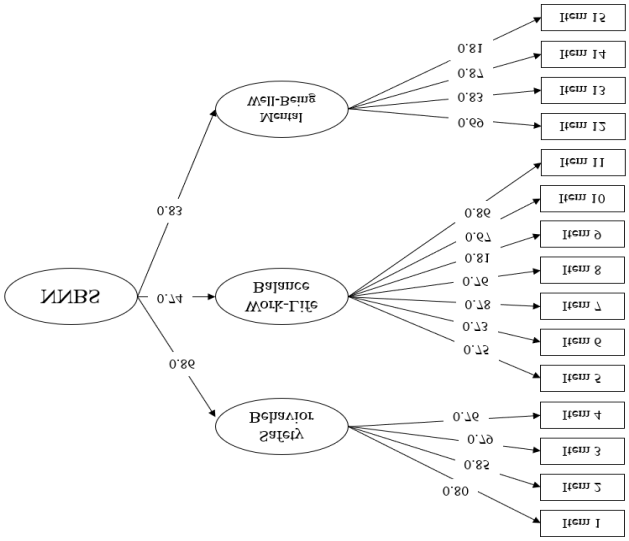

Figure 2 NNBS second-order confirmatory factor analysis model

Table 2 NNBS Goodness of Fit Table

Indicator	Model Fit	Accept or Reject
GFI	0.95	Accept

RMR	0.04	Accept
NFI	0.92	Accept
NNFI	0.88	Accept
CFI	0.93	Accept
RFI	0.9	Accept
IFI	0.92	Accept

4.2.2.3 Goodness of Fit of Scale Internal Structure

In terms of convergent validity, the internal structure of the model was inspected according to Hair et al. (2006). The analytical results showed that the standardized regression weighting coefficient of each item of the NNBS ranged from 0.78~0.87, the t value was greater than 1.96, the combined reliability was 0.925, and the variable average variation extraction (AVE) was 0.64, all of which met the requirements of convergent validity (Cunningham et al., 2001; Fornell & Larcker, 1981).

4.2.3 Cross-Validation

289 participants were selected to undertake a rigorous review of the NNBS in order to further verify its validity and stability and the results showed that the model definition in the validity sample was consistent with the model in the formal sample. Based on the adaptation index output, the model had the effect of rechecking. Except for the slightly smaller CN value (CN=192), the data of the main items of the model adaptation index in this research were all found to be within the acceptable range. Hence, the model can be applied to samples from different groups of the same parent group; in other words, cross-validation is established.

4.3 Different Background variables and CD-RISC

An independent sample t-test, one-way ANOVA, and a Scheffé post hoc test were performed to accomplish the second research purpose. The tenacity, strength, optimism, and CD-RISC scores of different socio-demographic and health-related habits are presented in Table 3. Based on the results of the independent sample t-test females had much greater tenacity, strength, optimism, and CD-RISC scores than males. There were no significant differences between the scores of individuals who work a different number of hours every day, although those who work more than 40 hours a week were shown to be more tenacious. The results also showed that the tenacity, strength, optimism, and CD-RISC of people with children were significantly different. People with no religious belief were shown to be more optimistic than those who professed to be religious, although having a religious belief was shown to have no significant effect on individuals' tenacity, strength, and CD-RISC score.

It was shown in the results of the one-way ANOVA and Scheffé post hoc test that people of 35-45 years of age had significantly more tenacity, strength, optimism, and CD-RISC scores than their younger or older counterparts. Significant positive differences were shown in tenacity, strength, optimism, and CD-RISC scores based on individuals' educational background. Those with a high school diploma or less scored the lowest and those with a Master's degree or higher scored the highest.

Unmarried individuals were shown to have higher tenacity and CD-RISC scores than those who were married or divorced. There were also no significant differences in strength scores across individuals with different drinking habits, although there was a significant difference in the tenacity, strength, and optimism of those who said they rarely drank alcohol and those with a higher rate of alcohol consumption. Greater significant differences in tenacity, optimism, and CD-RISC scores were also found in individuals who smoked infrequently compared to those who smoked at a higher rate, but there was no significant difference in strength scores between each category. The results also showed that the amount of exercise each week had a positive correlation with optimism.

Table 3 CD-RISC and employee's demographic correlation

	Tenacity Mean (SD)	p-Value	Strength Mean (SD)	p-Value	Optimism Mean (SD)	p-Value	CD-RISC Mean (SD)	p-Value
Gender								
Male	3.68 (0.45)	< 0.001	3.77 (0.47)	0.007	4.18 (0.56)	0.001	3.79 (0.41)	< 0.001
Female	3.81 (0.47)		3.84 (0.48)		4.28 (0.52)		3.90 (0.42)	
Age								
<25 years old	3.68 (0.43)	0.008	3.80 (0.43)	0.001	4.22 (0.49)	< 0.001	3.80 (0.37)	0.001
25-35 years old	3.77 (0.46)		3.82 (0.46)		4.25 (0.54)		3.86 (0.41)	
35-45 years old	3.79 (0.45)		3.85 (0.46)		4.30 (0.48)		3.89 (0.39)	
>45 years old	3.68 (0.54)		3.66 (0.58)		4.05 (0.68)		3.73 (0.50)	
Daily Work Hours								
>8 hours	3.74 (0.48)	0.924	3.80 (0.50)	0.820	4.23 (0.57)	0.965	3.84 (0.44)	0.881
<=8 hours	3.75 (0.45)		3.81 (0.40)		4.23 (0.52)		3.84 (0.39)	
Weekly Work Hours								
>40 hours	3.72 (0.47)	0.046	3.79 (0.48)	0.184	4.22 (0.55)	0.484	3.822 (0.42)	0.071
<=40 hours	3.77 (0.46)		3.83 (0.47)		4.24 (0.54)		3.87 (0.41)	
Highest Education								
High School or below	3.61 (0.45)	0.006	3.60 (0.51)	< 0.001	3.98 (0.60)	< 0.001	3.67 (0.40)	< 0.001
University	3.75 (0.46)		3.81 (0.46)		4.25 (0.53)		3.85 (0.40)	
Graduate and upper	3.82 (0.55)		3.93 (0.56)		4.25 (0.60)		3.93 (0.51)	
	Tenacity Mean (SD)	p-Value	Strength Mean (SD)	p-Value	Optimism Mean (SD)	p-Value	CD-RISC Mean (SD)	p-Value
Occupation Group 1								
Office worker	3.74 (0.43)	< 0.001	3.79 (0.5)	< 0.001	4.22 (0.50)	< 0.001	3.84 (0.38)	< 0.001
Teacher	3.89 (0.56)		3.95 (0.54)		4.36 (0.60)		3.99 (0.50)	
Health Worker	3.76 (0.51)		3.82 (0.51)		4.25 (0.55)		3.86 (0.44)	
Police Office	3.46 (0.27)		3.61 (0.44)		3.89 (0.53)		3.58 (0.19)	
Soldier	3.58 (0.76)		3.71 (0.80)		4.01 (0.97)		3.69 (0.75)	
Others	3.64 (0.40)		3.74 (0.41)		4.17 (0.53)		3.76 (0.35)	
Occupation Group 2								
Office Worker	3.74 (0.43)	< 0.001	3.79 (0.45)	< 0.001	4.22 (0.50)	< 0.001	3.84 (0.38)	< 0.001
Teacher	3.89 (0.56)		3.95 (0.54)		4.36 (0.60)		3.99 (0.50)	
Health Worker	3.76 (0.51)		3.82 (0.51)		4.25 (0.55)		3.86 (0.44)	
Police Officer + Soldiers	3.55 (0.68)		3.69 (0.74)		3.99 (0.89)		3.67 (0.67)	
Others	3.64 (0.40)		3.74 (0.41)		4.17 (0.53)		3.76 (0.35)	
Occupation Group 3								
Office Worker	3.74 (0.43)	< 0.001	3.79 (0.45)	< 0.001	4.22 (0.50)	< 0.001	3.84 (0.38)	< 0.001
Teacher	3.89 (0.56)		3.95 (0.54)		4.36 (0.60)		3.99 (0.50)	
Others	3.65 (0.48)		3.75 (0.50)		4.16 (0.61)		3.76 (0.44)	
Occupation Group 4								
Worker	3.72 (0.45)	< 0.001	3.78 (0.46)	< 0.001	4.21 (0.53)	< 0.001	3.82 (0.39)	< 0.001
Teacher	3.89 (0.56)		3.95 (0.54)		4.36 (0.60)		3.99 (0.50)	

	Tenacity Mean (SD)	p-Value	Strength Mean (SD)	p-Value	Optimism Mean (SD)	p-Value	CD-RISC Mean (SD)	p-Value
Marital Status								
Never Married	3.68 (0.16)	0.004	3.77 (0.46)	0.080	4.19 (0.53)	0.177	3.79 (0.38)	0.007
Married	3.78 (0.48)		3.73 (0.48)		4.25 (0.55)		3.87 (0.43)	
Divorced	3.71 (0.40)		3.70 (0.46)		4.22 (0.52)		3.79 (0.37)	
Drinking Habits								
Never or very rarely drinks	3.79 (0.46)	0.006	3.83 (0.47)	0.151	4.28 (0.51)	0.001	3.88 (0.40)	0.003
Occasionally drinks	3.72 (0.47)		3.79 (0.47)		4.20 (0.56)		3.82 (0.42)	
Often drinks	3.64 (0.51)		3.74 (0.52)		4.04 (0.63)		3.74 (0.45)	
Smoking Habits								
Never or very rarely smoke	3.78 (0.45)	<0.001	3.81 (0.47)	0.335	4.26 (0.51)	<0.001	3.87 (0.39)	<0.001
Occasionally smoke	3.65 (0.54)		3.80 (0.53)		4.09 (0.67)		3.76 (0.50)	
Often smoke	3.59 (0.50)		3.74 (0.46)		4.16 (0.59)		3.73 (0.43)	
Exercise Habits								
Less than 1 time a week	3.74 (0.52)	0.982	3.79 (0.51)	0.220	4.19 (0.62)	0.005	3.83 (0.46)	0.359
1-2 times a week	3.74 (0.47)		3.79 (0.48)		4.20 (0.55)		3.83 (0.42)	
3 times or more a week	3.75 (0.43)		3.84 (0.45)		4.30 (0.49)		3.86 (0.38)	
Do you have any children								
Yes	3.78 (0.48)	0.001	3.83 (0.49)	0.017	4.25 (0.55)	0.042	3.87 (0.43)	0.001
No	3.69 (0.44)		3.76 (0.45)		4.19 (0.53)		3.79 (0.38)	
Do you have any religious beliefs								
Yes	3.66 (0.47)	0.020	3.75 (0.51)	0.138	4.04 (0.63)	< 0.001	3.75 (0.44)	0.004
No	3.76 (0.47)		3.81 (0.47)		4.26 (0.52)		3.85 (0.41)	

4.4 NNBS and CD-RISC Correlation Analysis and Regression Analysis

4.4.1 Correlation Analysis

A correlation analysis was used in this study to examine the characteristics and correlation coefficients of variables at each level and the statistical results of the mean, standard deviation, and correlation coefficient of each variable are shown in table 3. The average overall score of the NNBS was 3.90 points, and the average score of each subscale was as follows: safety behavior 3.92 points, work-life balance 3.87 points, and mental health 3.80 points. The average score of the resilience scale was 3.84 points, and the average score of each subscale was as follows: tenacity 3.74 points, strength 3.81 points, and optimism 4.23 points.

The results of the correlation analysis showed that there was a significant positive correlation between the NNBS and resilience ($r=.53$, $p<.01$). There was also a significant positive correlation between the NNBS and the three subscales, with coefficients ranging from .382 to 6.30 ($p<0.1$), and a significant positive correlation between resilience and the three subscales, with coefficients ranging from .308 to .722 ($p<.01$).

In conclusion, it is evident that Chinese employees have a positive attitude toward the new-normal behavior, as well as showing resilience in the post-pandemic world. There was also a significant positive correlation between the sub-levels of each variable.

Table 4 Correlation of NNBS and CD-RISC

Variable	Mean	SD	1	1.1	1.2	1.3	2	2.1	2.2	2.3
1.NNBS	3.9	0.49	(0.92)							
1.1 Safety Behavior	3.92	0.57	.605**	(0.85)						
1.2 Work-Life Balance	3.87	0.63	.630**	.404**	(0.80)					
1.3 Mental Well-Being	3.8	0.69	.533**	.382**	.440**	(0.87)				
2. CD-RISC	3.84	0.41	.535**	.431**	.432**	.395**	(0.89)			
2.1 Tenacity	3.74	0.47	.433**	.346**	.342**	.318**	.722**	(0.86)		
2.2 Strength	3.81	0.48	.466**	.369**	.378**	.360**	.645**	.420**	(0.85)	
2.3 Optimism	4.23	0.54	.444**	.358**	.362**	.284**	.507**	.308**	.340**	(0.80)

4.4.2 Regression Analysis

A regression analysis was performed with safety behavior, work-life balance, and mental well-being in the NNBS as independent variables, and tenacity, strength, and optimism in the CD-RISC as dependent variables. As shown in table 5, safety behavior, work-life balance, and mental well-being were found to have a significant predictive effect on CD-RISC. The interpretation rate of this model to the CD-RISC is 51.7% (R2=0.517), which means that its predictive effect is certain.

In terms of the standardized regression coefficient β, the absolute value of the β coefficient of mental well-being was the largest (β = 0.524) independent variable with significant regression coefficients. This indicated that mental well-being has a higher explanatory power for the CD-RISC, while safety behavior and work-life balance explained less of the variation.

Table 5: Regression Analysis of NNBS factors on CD-RISC

Dependent Variable	Independent Variable	Beat	t	sig	VIF	R2
CD-RISC	Safety Behavior	0.104	4.214	0	1.576	0.517
	Work-Life Balance	0.172	6.251	0	1.96	
	Mental Well-Being	0.524	18.455	0	2.095	

5. DISCUSSION AND CONCLUSION

COVID-19 has had a severe impact on the development of China's economy and society. China's policy adjustment on epidemic prevention measures has changed the daily habits of its citizens, especially workers. Due to the implementation of many methods, including working from home, online meetings, and other work adjustments, they have been able to contribute, maintain a normal life, and comply with the policies. However, the side effects of social distancing, an unstable economy, and an uncertain income, have emerged in the form of severe psychological issues (loneliness, anxiety, depression, suicidal ideation). These issues are becoming more and more prevalent (Killgore et al. 2020) and gradually eroding the health and life of China's citizens.

Studies have shown that resilience is one of the factors that can help people to adapt to detrimental changes in their lives, such as the pandemic (Liang Baoyong and Cheng Cheng, 2012). It is true that resilience plays an important role in maintaining good mental health, but it needs to be strengthened by an acquired learning experience and continual practice. Therefore, the NNBS in this study was based on suggestions and connotations of the impact of safety behavior (Liu et al., 2022), work-life balance (Callahan et al., 2018), and mental well-being (Azizi et al., 2021) on Chinese workers' ability to adapt in the post-pandemic period, and their different levels of resilience according to their personal background variables.

The study of the impact of Chinese employees' NNBS score CD-RISC can be concluded with the following suggestions:

1. NNBS has good criteria-related validity and review validity

The study began with the definition of "New-Normal" behavior and the division of its scale into three dimensions: safety behavior, work-life balance, and mental well-being. The validity and stability of the scale were tested using an exploratory factor analysis, a confirmatory factor analysis, and a re-validation test, all of which indicated that the NNBS scale proposed in this study can be applied to other samples.

2. Some results of the relationship between CD-RISC and Chinese employees' backgrounds match those in other literature

Everyone needed to change their habits and behavior during the pandemic to adapt to newly-implemented rules. Now that the virus is receding, they need to adapt again to changes in policy to rules based on creating a new-normal behavior. These changes are also affecting employees, many of whom are expected to revert to the office after a long period of working from home, while facing an increased workload and longer working hours. Possessing a high level of resilience enables them to deal with these challenges effectively. Therefore, this study was focused on examining the impact of the personal demographics of employees with different occupations on their resilience scores.

The findings showed that females have a higher level of resilience than males. This was contrary to other studies, in which the male participants were found to have more resilience than their female counterparts (Alameddine et al., 2021; Riehm et al.,2021; Song et al., 2021). Moreover, people aged 35-45 demonstrated a high level of resilience in this study, while those below the age of 45 had a lower level. This result was contrary to that of a study by Song et al., in which people older than 55 were found to have the highest level of resilience of all the participants.

It was confirmed by this study that people with higher levels of education are more resilient as adults, which was similar to research results in America (Riehm et al., 2021), China (Song et al., 2021), and Spain (Román-Mata et al., 2020). It was also found in this study that people with a religious belief have a more positive worldview; therefore, the higher the level of individuals' optimism, the more resilient they are when faced with adversity. This result was also found by Braun-Lewenshon et al. (2021) in their study.

3. Post-pandemic behavioral scores from the NNBS are highly correlated with the CD-RISC score

The results of the study show that there is a significant positive correlation between the behavior of Chinese employees in the post-pandemic period and their resilience. The three dimensions of the scale (safety behavior, work-life balance, and mental well-being) also have a significant positive correlation with resilience. This shows that the better the NNBS score, the more stable the individual is and the more resilient he or she will be. This finding is similar to that of Liang Baoyong and Cheng Cheng (2012), who found that individuals who can better adapt in the face of problems also tend to be more resilient. The NNBS is this study had an explanatory power of 51.7% for the resilience of Chinese employees, while their mental well-being had a high explanatory power for CD-RISC.

Employees' inability to adapt to the new post-pandemic changes in the workplace and at home may cause related psychological problems due to excessive pressure. In this context, resilience can help to reduce feelings of depression and anxiety (Davidson et al., 2012). Therefore, the results of this study are similar to those of Section et al. (2010), who found that the adjustment of skill and behavior will positively correlate with resilience, and people who are highly resilient will also have higher psychological well-being, while those who are less depressed (Roy, Sarchiapone, & Carli,2007) will express better and more positive emotions and find a meaning in life (Jung et al., 2012).

Past researchers have often focused on strategies to improve resilience. However, it is also important to understand how employees' resilience may be affected when they are required to normalize their behavior after the pandemic. The results of this study have shown that an NNBS can help employers to understand their employees' change in behavior. They also provide a reference for relevant Chinese companies, groups, and future researchers in this field.

6. AUTHORS' CONTRIBUTIONS

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