

Throwback to pre-pandemic days: A photo-elicitation study on organizational nostalgia

Berivan Tatar^{a,*}, Büşra Müceldili^b and Oya Erdil^a

^aDepartment of Management, Faculty of Business Administration, Gebze Technical University, Kocaeli, Turkey

^bDepartment of Management, Faculty of Economics and Administrative Sciences, Yildiz Technical University, Istanbul, Turkey

Received 27 December 2021

Accepted 23 September 2022

Abstract.

BACKGROUND: As an unprecedented outbreak, the COVID-19 pandemic has restricted and dramatically changed several respects of life. In terms of working life, the transition to a remote working system has brought several changes and interrupted the continuity between past and present working life. In this case, this adversity has led people to past experiences and memories, and many people have used nostalgia as a crucial resource for alleviating the negative impact of the outbreak.

OBJECTIVE: In this context, as a form of nostalgia, the current study particularly investigated memories eliciting organizational nostalgia and antecedents and consequences of organizational nostalgia in the pandemic era.

METHODS: Photo-elicitation interview in general, and participant-driven photo-elicitation in particular, was used as a data collection method. A cross-sectional design was employed for this study. In total, 10 photo-elicitation interviews through 62 photos were carried out with participants in Turkey. The thematic analysis was used for coding and analyzing the interviews.

RESULTS: The current study demonstrated that (1) participants feel nostalgic for managers, colleagues, events, job, and working environment-related memories; (2) lack of social connectedness, loneliness, anxiety, fear, and uncertainty triggers pandemic-induced nostalgia; and (3) pandemic-induced organizational nostalgia has an impact on the variety of emotions (regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness) of employees in the pandemic era.

CONCLUSIONS: This study contributes to overcoming the lack of studies investigating the nostalgic emotion of employees in the pandemic era and how this emotion might contribute to overcoming the effects of COVID-19.

Keywords: Nostalgia, organizational nostalgia, photo-elicitation, qualitative research, COVID-19

1. Introduction

‘Maybe when social distancing is a thing of the past, we’ll hug a little harder; hold on a little longer, and remember that nothing matters more

than the time we spend with the people we love.’
Lori Deschene (*The founder of Tiny Buddha*)

The rapid spread of the COVID-19 pandemic has affected every aspect of human life in almost all nations around the world. With the declaration of COVID-19 as a pandemic, a variety of restrictions (i.e. distance education, remote working, and

*Address for correspondence: Berivan Tatar, Department of Management, Faculty of Business Administration, Gebze Technical University, Kocaeli, Turkey. E-mail: btatar@gtu.edu.tr.

social isolation) have been taken for reducing the spread of the disease and these restrictions have dramatically changed all aspects of life. In these pandemic days, people have a lack of social connections with family, friends, and society as a result of the COVID-19 pandemic restrictions [1]. In this respect, dramatic changes have diminished an individual's social connectedness in daily life with the pandemic. Deteriorations in social bonds caused by these changes increase the perception of loneliness and, in turn, loneliness increase nostalgia. Additionally, many people died due to COVID-19 all around the world. The high mortality rates create anxiety and fear of death in people.

In these pandemic days, when the future is full of uncertainty and today creates high stress and anxiety, individuals found the remedy to look back on memories with nostalgia [2], which refers to 'a sentimental longing or wistful affection for the past' [3]. Specifically, previous literature reported that radical changes in normal life create negative psychological consequences including, loneliness, boredom, anxiety [4, 5], and self-discontinuity [6]. When the nostalgia literature is examined, interestingly enough, it is clear that most of these negative effects are caused by the changes in normal life including loneliness [7], lack of social connectedness [8], death anxiety [8], and self-discontinuity [9] elicit nostalgia. Considering these antecedents, the existence of one of these precursors is sufficient for triggering nostalgia.

In fact, the researchers stated that nostalgia is one of the psychological and social mechanisms for alleviating the undesirable impact of the pandemic. Concordantly, based on recent research, individuals' proneness to nostalgia has increased in the time of the pandemic. For example, according to Steele [2], music listeners preferred old music and sounds such as Bob Marley rather than popular music during the pandemic. In a similar vein, Klein [10] emphasized that nostalgia has also been reflected in social media and added the following: 'Hashtags #ThrowBackThursday have been used+43% more frequently over the last month, while Tweets containing "I Miss" are being posted+63% more frequently on a daily basis.'

Specifically, nostalgia is a restorative mechanism with adverse events, challenging times, and discontinuity in life [9]. In this vein, Wildschut and Sedikides [11] stressed that nostalgia has mainly four psychological functions as social (re-establishes the emotional bonds and connectedness with close others), self-oriented (enhancing self-positivity and

maintaining self-esteem through providing the access to memories [6]), existential (intensely feeling the meaning of life [12], positive affect, and self-continuity [13]), and future-oriented functions (elevating future-directed thoughts and behaviors (i.e. optimism, inspiration, and creativity) [14]). Batcho [15] also revealed that nostalgia reminds people to enjoyable times, how they overcome difficult times, and the temporality of these times. People with nostalgia proneness have an appreciation of how they cope with difficulties in the past and hence, remain strong in challenging times [15]. State alternatively, nostalgia has a therapeutic function, and the past creates hope that the future will be good by evocating to people that "what was possible once can be possible again" [15]. In a nutshell, nostalgia serves as an important psychological resource for people thanks to the psychological functions of nostalgia in the existence of adverse events and challenging times.

Although it is likely that the concept of nostalgia is an important emotion that individuals use to buffer the negative effects of the pandemic, the scope of memories evoking nostalgia and the role of nostalgia in the pandemic era have remained implicit and have not been directly addressed in the existing literature. Additionally, whereas many researchers have focused on the concept of nostalgia, few studies have investigated nostalgia as an organizational phenomenon, that is, organizational nostalgia [16].

From an organizational perspective, the concept of organizational nostalgia refers to 'sentimental longing or wistful affection for past events and aspects of one's organizational life' [16]. Specifically, past studies investigated a variety of factors affecting organizational nostalgia. Gabriel [17] suggested that employees' past interpersonal interaction and their experiences with buildings of the organization induce organizational nostalgia [17]. In a sense, old and retired leaders, departed colleagues, and the social environment also attracts nostalgic feelings [17]. Besides, organizational events such as Christmas parties have been seen as memorable for employees [16]. Gabriel [17] stressed that discontinuity and disconnection between past and present organizational life of employees elicit a sense of nostalgia. These organizational changes divide the work-life of the employees as before and after periods and generally induce a sense of organizational nostalgia in the employees. In this respect, past studies have noted that employees of a coffee shop remember and feel nostalgia to the strong bond of friendship before moving to the larger coffee shop [18]. In

143 another study, with the transition to a larger hospital, corporate culture changed as a result of the fire
144 of employees who are very good at their jobs and
145 employees feel nostalgic to the past days when there
146 was a family atmosphere [17]. Furthermore, nurses
147 yearned for the days when the sense of friendship
148 was strong [17]. Besides, academics felt nostalgia
149 towards organizational values as freedom, auton-
150 omy, personal development, and academic merit and
151 belonging which exist before the changes in academic
152 work [19].

154 In this vein, the COVID-19 pandemic has also
155 changed and transformed the ‘normal’ work or the
156 workplace [20]. In the time of the pandemic, most
157 people have started working from home and experi-
158 enced a significant discontinuity in their working
159 life. Besides, with working from home, most of the
160 corporate activities have been moved to the virtual
161 environment. Online meetings and working from
162 home have also undermined collegial relationships
163 and mitigated feelings of disconnectedness. Most
164 of the employees are filled with anxiety and stress
165 due to economic situations, high unemployment,
166 increased workloads, and overtime working hours
167 in the pandemic era [21, 22]. Employees also suffer
168 from uncertainty about COVID-19 spread, work pro-
169 cesses, and uncertainty in economic conditions [23].
170 Furthermore, the lack of social connectedness and
171 interaction in the remote working processes has trig-
172 gered a high feeling of loneliness [22, 24, 25]. Hence,
173 these changes are likely to trigger a sense of orga-
174 nizational nostalgia. Besides, the literature has not
175 considered how the nostalgic emotions of employ-
176 ees might contribute to overcoming the effects of the
177 unprecedented outbreak of COVID-19.

178 The current study focuses on the COVID-19 pan-
179 demic as a health-related adverse event inducing
180 organizational nostalgia. Specifically, past studies
181 investigated organization-related adverse events as
182 organizational change [26], high burnout [16], low
183 interactional justice [27], low procedural justice [28],
184 and low social connectedness [27]. Nevertheless,
185 the role of organizational nostalgia in the presence
186 of societal crises [20] has been neglected in the
187 literature. Particularly, the pandemic has a destruc-
188 tive impact on the way people work and threatened
189 the employees’ psychological health. Hence, many
190 people have also begun searching ways for cop-
191 ing with these detrimental psychological effects of
192 the COVID-19 crisis. In this context, the current
193 study concentrated on organizational nostalgia as an
194 important resource and functional escapist strategy

195 to ameliorate the negative psychological impact of
196 the pandemic era. Specifically, nostalgia facilitates
197 the employees’ access to the organizational heritage
198 of beliefs and values during organizational adver-
199 sity, provides a source of meaning in tougher times,
200 and allows employees to overcome present malaise
201 [17].

202 Besides, according to the Broaden-and-build the-
203 ory of positive emotions [29], positive emotions
204 broaden people’s thinking, mindsets, adaptability,
205 quick and decisive action. In turn, people build
206 personal, social, and psychological resources as
207 resilience, the ability to cope with life-threatening
208 situations, and psychological and physical well-being
209 [29]. As one of the pleasant emotions [8, 9, 30], nos-
210 talgia also broadens the mindset of people and builds
211 a variety of resources for coping with the undesirable
212 impact of the pandemic era. In this context, nostalgia
213 has preservative functions for people in the pandemic
214 era [31–33].

215 Furthermore, nostalgia studies in organizational
216 settings have been mainly investigated in individu-
217 alistic cultures such as Germany [28], Finland [19],
218 U.K. [34], and U.S.A. [16, 27, 35, 36]. Nevertheless,
219 organizational nostalgia has not been explored within
220 the context of collectivistic culture. Besides, in terms
221 of culture, Wasti et al. [37] stressed that individuals
222 from different cultures (i.e. individualistic cultures
223 and collectivist cultures) recall work-related mem-
224 ories with different motives (self-continuity, social
225 bonding, and directing behavior). However, stud-
226 ies specifically examining the recall of work-related
227 memories and underlying motives within the context
228 of culture are rare [37]. In this vein, we investi-
229 gated work-related memories more specifically and
230 motives for recalling past experiences for Turkish
231 participants, within collectivist cultures.

232 Finally, the photo-elicitation methodology was
233 used in the current study. Whereas past studies mainly
234 used qualitative methods [17, 19, 36] or a combi-
235 nation of survey and experimental design methods
236 [16, 27, 28], visual methodology in general and
237 photo-elicitation, in particular, have not been con-
238 sidered in organizational nostalgia literature. Indeed,
239 the photo-elicitation methodology captures more
240 comprehensive, deeper, and richer insights about
241 the nostalgic emotions in organizations. Despite
242 calls of scholars [38, 39], visual methodologies
243 have been neglected in organizational and business
244 research.

245 Therefore, to address these gaps in knowledge, this
246 study investigated (a) memories evoking organiza-

247 tional nostalgia in the pandemic period and (b) the
248 impact of organizational nostalgia on the employees'
249 emotions and behaviors in a work setting via photo-
250 elicitation interview. This study also contributes to
251 overcoming the lack of studies investigating the nos-
252 talgic emotion of employees in the pandemic era and
253 how this emotion might contribute to overcoming the
254 effects of COVID-19.

255 2. Method

256 To investigate what induces organizational nos-
257 talgia in the pandemic era, we conducted a
258 semi-structured, photo-elicitation interview in which
259 photographs taken by either the researchers or
260 participants are used as stimuli in the research inter-
261 views [40]. In this regard, from the photo-elicitation
262 interview approaches, the participant-driven photo-
263 elicitation method was used for the current study.
264 Using photos taken by participants allow researchers
265 directly to understand the experiences, emotions,
266 and feelings rather than imposing the framework of
267 research and the researchers' perspective [41]. This
268 approach also reduces the power distance between
269 participants and researchers through eliciting the
270 'closer rapport and more openness during the inter-
271 view' and enhances the interest, willingness, and
272 engagement of participants to research [38].

273 In the photo-elicitation interview, photos evoke
274 'deeper elements of human consciousness that do
275 words' [40]. In this regard, Collier [42] revealed
276 that photo-elicitation interviews are more compre-
277 hensive and effective methods due to providing
278 precise, deeper, and submerged information com-
279 pared to verbal interviews. Besides, people need more
280 than words for expressing their emotions and visual
281 stimuli may capture hidden emotions and feelings,
282 even for disappeared things (past events and people
283 gone) [40]. In this vein, another advantage of this
284 method is that photographs, as visual stimuli, allow
285 for attaining deeper memories through facilitating the
286 remembrance [43] and expression of memories in the
287 interviews [40].

288 In other respects, from the methodological per-
289 spective, photo-elicitation interviews decrease recall
290 bias contrary to interviews based on free recall of
291 memories [40]. The photo-elicitation method also
292 enables the trustworthiness of qualitative research
293 through triangulating interview data with the photos
294 [40].

295 2.1. Data collection

296 The interview guide was developed collaboratively
297 by the research team to address the memories trig-
298 gering organizational nostalgia during the pandemic
299 era. Further, the interview protocol contributed to
300 recognizing the antecedents and affective outcomes
301 of organizational nostalgia based on the existing lit-
302 erature of photo-elicitation studies, nostalgia, and
303 organizational nostalgia. Five experts in the field of
304 organizational behavior and organizational psychol-
305 ogy reviewed the interview guide and we finalized
306 the guide in line with the experts' recommendations.
307 The protocol contained a core set of questions as (1)
308 demographic information of participants; (2) their
309 feeling of organizational nostalgia in the pandemic
310 era; (3) pandemic-related antecedents of organi-
311 zational nostalgia; and (4) affective outcomes of
312 organizational nostalgia. Considering the context of
313 the present study is mainly emotions, we tried to dis-
314 tinguish the main concept (organizational nostalgia),
315 antecedents, and consequences by asking questions
316 within a certain logic and order in the interviews.

317 In this vein, following the demographic questions,
318 interviews were continued with photos selected by
319 participants. In terms of photo-elicitation, for each
320 of the photos related to participants' organizational
321 experiences that evoke nostalgia in the pandemic era,
322 we asked the main questions as follows: (1) Can you
323 tell me a little bit about this photo?; (2) When you
324 evaluate this photo in terms of nostalgia, what did
325 this photo revive in you?; (3) Who was in the photo?;
326 (4) Where it was taken?. Follow-up questions were
327 also determined for each photo ("What were the good
328 things for you in this photo? What was your favorite
329 thing to do?" for pleasant memories and "What were
330 the bad things for you in this photo? What was your
331 unfavorable thing to do?" for unpleasant memories).
332 These questions were repeated until we discussed
333 all the images of informants. Then, participants were
334 asked emotional consequences of organizational nos-
335 talgia for each photo (What emotions do trigger
336 when you look at this nostalgic photo?). After com-
337 pleting this stage, participants were asked about the
338 antecedents of nostalgia during the pandemic period
339 (What do you think might have triggered this sense of
340 nostalgia about your working life during the current
341 pandemic?).

342 In line with the photos, participants were asked
343 whether there was a discontinuity in the constituents
344 of organizational nostalgia within the framework of
345 the restrictions, precautions, and changes during the

346 pandemic period. For some specific organizational
347 memories (i.e. memories related to the PhD qualify-
348 ing exam, launch meeting of Turkey's domestic car)
349 that cannot be compared with the pandemic era, the
350 participants were asked what they would feel if they
351 experienced these memories during the pandemic.

352 2.2. Ethics

353 The participants were informed about the aim
354 of the study at the beginning of each interview.
355 We also assured them that their information would
356 be used for academic purposes and would not
357 be disclosed to anyone else. Moreover, we high-
358 lighted privacy, anonymity, and confidentiality, and
359 pseudonyms were used for each participant to pre-
360 serve anonymity. All the participants gave verbal and
361 written consent. No participants withdrew from the
362 study. Additionally, we didn't offer any gifts to par-
363 ticipants of this study.

364 2.3. Sample

365 Purposeful sampling was used for sample selec-
366 tion [44] based on the logic that purposeful sampling
367 allows researchers to select information-rich par-
368 ticipants for yielding rich, detailed, and in-depth
369 information [45]. Inclusion criteria were selected
370 based on the maximum variation via demographic
371 characteristics of the participants of the current
372 study [46]. With this regard, participants from differ-
373 ent sectors, different demographic and occupational
374 backgrounds were selected as inclusion criteria to
375 ensure heterogeneity and gather more diverse, rich,
376 and comprehensive experiences evoking organiza-
377 tional nostalgia. Additionally, another criterion was
378 working from home during the COVID-19 pandemic.

379 In this vein, Covid-19 was considered as an
380 adverse situation/event and the current study exam-
381 ined whether the changes in business life through
382 this event affect the nostalgia feelings of employ-
383 ees working partially or completely from home. In
384 the current study, to investigate pandemic-induced
385 organizational nostalgia, data were gathered from
386 employees working in Turkey during the COVID-
387 19 pandemic. In Turkey, the first case was reported
388 on 11 March 2020 and Turkey was among the 10
389 countries with the greatest number of cases globally
390 within 30 days of the pandemic [47]. Restrictions
391 have started during this period and, in terms of work-
392 life, employees working in public institutions and
393 private organizations were allowed rotation, flexi-

394 ble, and remote work on 22 March 2020 [48]. These
395 work arrangements were implemented according to
396 the spread of the pandemic. In this regard, inter-
397 views were conducted between 19 June 2020 and 4
398 September 2020 when remote and rotational working
399 practices continue. Additionally, all informants were
400 still working from home.

401 Participants attended online meeting interviews
402 with photos related to their organizational memo-
403 ries for assessing nostalgic emotions. Accordingly,
404 participants were asked to bring at least five photos
405 reflecting their organizational memories that evoke
406 nostalgia at the periods of working from home dur-
407 ing the COVID-19 pandemic. Based on this sampling
408 strategy and specified criteria a general call for
409 nominations was distributed through word of mouth
410 personal and professional networks.

411 Besides, data saturation was used as a criterion for
412 the sample size of the present study. In this regard,
413 interviews were terminated when no new information
414 and additional insights were gathered from partic-
415 ipants [44]. As a strategy for assessing saturation,
416 a stopping criterion was used in the current study.
417 Based on the study of Francis et al. [49], a point of
418 data saturation was determined as "when three fur-
419 ther interviews have been conducted with no new
420 themes emerging". In this vein, the stopping crite-
421 rion was assessed after each consecutive interview.
422 Accordingly, each new interview was compared with
423 the codes obtained in the two further interviews and
424 it was checked whether new information was gathered.

425 In this context, photo-elicitation interviews were
426 conducted with 10 participants, which are adequate
427 for sampling in qualitative research [46]. This sample
428 size is also consistent with previous studies [50–52].
429 Besides, Pullman and Robson [53] also revealed that
430 the photo-elicitation study results in a small sam-
431 ple size. In this vein, considering that a total of 62
432 photos were discussed in the interviews, it is thought
433 that the sample size is sufficient (See Table 1 for the
434 demographic profile of informants).

435 2.4. Participants

436 The sample was composed of 6 females and 4
437 males, ranging in age from 25 to 50. As for educa-
438 tion, 30% had completed a bachelor's degree, 60%
439 had completed a master's degree, and 10% had com-
440 pleted a doctoral degree. Participants were employed
441 in a variety of industries (education, banking, infor-
442 mation technologies, and service) and positions
443 (academicians, credit specialist, business develop-

Table 1
Demographic characteristics of participants

	Gender	Age	Education status	Sector	Position	Affiliation in current organization (year)	Remote working time (month)
1	Female	29	MBA	Education	Academician	4	3
2	Female	36	MBA	Banking	Credit specialist	13	3.5
3	Male	29	MBA	Information technologies	Business development specialist	4	3.5
4	Female	25	Bachelor	Service	HR specialist	2	3
5	Male	47	MBA	Automotive	Vice president	1.5	2
6	Female	27	Bachelor	Law	Lawyer	2	3
7	Female	50	MBA	Private sector	Entrepreneur of technology	25	4
8	Female	30	PhD	Education	Academician	3	4
9	Male	39	MBA	Manufacturing	R&D manager	11	3
10	Male	30	Bachelor	Banking	Business development specialist	3	5

ment specialists, and HR specialists). Participants' length of affiliation in the current organization ranged from 1.5 years to 25 years. On average, participants were working partially or wholly from home for about 3.4 months. Additionally, each participant contributed to interviews with 5–7 photos. A total of 62 photos were obtained containing various memories of the participants that they felt nostalgic in the pandemic era.

2.5. Data analysis

The data of the research was collected in a time when intense restrictions and precautions (i.e. physical distance, social isolation, restriction of freedom of movement, and obligatory self-isolation) were applied by the state due to the pandemic. For this reason, instead of meeting face to face, interviews were conducted online. In this regard, all interviews were conducted by Skype and were both audio and video recorded. Field notes were kept during the interviews. The interviews lasted between 31 and 83 minutes in length.

Data were transcribed verbatim and analyzed using thematic analysis to extract patterns of meaning, as suggested by Braun and Clarke [54], using MaxQDA software. Firstly, interviews were transcribed by the first author and randomly selected three interviews were reviewed by an independent researcher for confirming the accuracy of the data. Transcripts were reread for familiarizing with the data.

Codes were generated in the next phase of analysis. Particularly, transcriptions of interviews were read line-by-line, and codes were extracted [55]. In the coding process, iterative process-oriented and analytic procedures were used between transcriptions and coding until we had a clear grasp of the emerg-

ing theoretical relationships [44]. In this regard, the research team developed a codebook and then, met multiple times to discuss the statements, meanings, and codes to gain more deep and interpretive insights. Researchers iteratively and collaboratively examined the existing literature to comprehend organizational nostalgia and determine the codes related to organizational nostalgia. This process continued until a consensus was reached on the codes determined among the researchers.

When all data have been coded, these codes were then categorized as the main overarching themes and sub-themes that had similar ideas, subjects, or relationships [56]. The themes were reviewed whether the themes create a coherent pattern. Thereafter, we generated a thematic map of the analysis and visualized the themes via the Gioia method [56]. Specifically, the Gioia method allows for the holistic perspective for comprehension of dynamic relationships and interactions through examining 1st-order concepts, 2nd-order themes, and aggregate dimensions [56]. As a result, we identified five second-order themes (managers-related memories, colleagues-related memories, event-related memories, job-related memories, and working environment-related memories) and 20 first-order concepts (i.e. departed colleagues, job-related events, departed managers, the start date of employment, and office environment) related to central phenomena of the study, pandemic-induced organizational nostalgia. Besides, the current study also demonstrated the antecedents (lack of social connectedness, loneliness, anxiety, fear, and uncertainty) and affective consequences (regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness) of pandemic-induced organizational nostalgia.

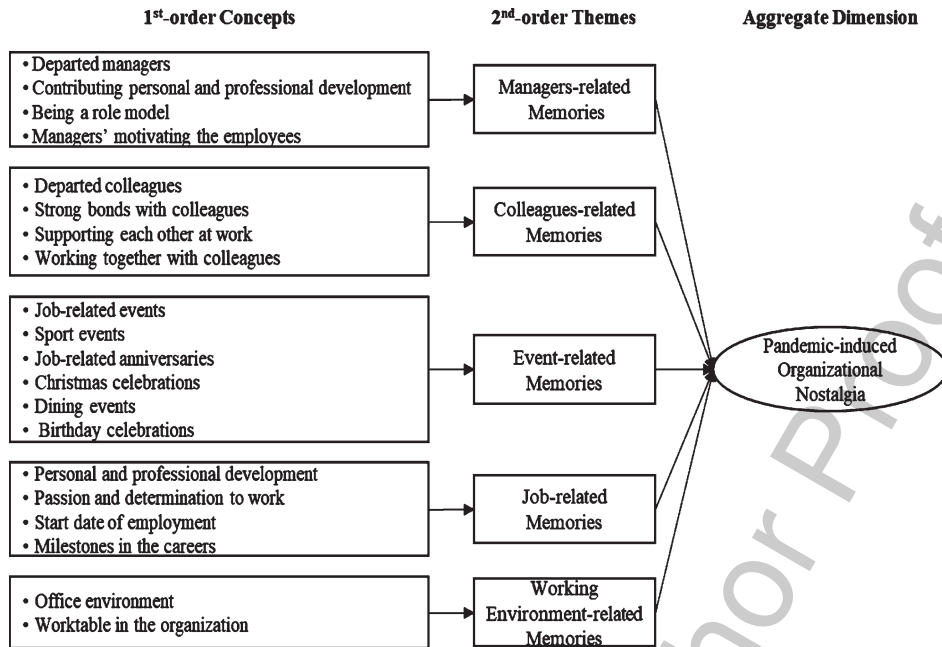


Fig. 1. Overview of data structure.

Finally, the most illustrative quotes were translated from Turkish to English by the first author and re-translated into Turkish by the second author by using the parallel translation method to test conformity. The two translators then jointly reconciled all differences. Academics in the field of organizational behavior also evaluated and verified that the meanings of the quotes were correctly transformed from Turkish to English.

3. Results

As a result of the analysis, five themes emerged from the data as managers-related memories, colleagues-related memories, event-related memories, job-related memories, and finally working environment-related memories (See Fig. 1).

3.1. Managers-related memories

As shown in the managers-related memories themes, participants recalled the memories about their departed managers, contributing employees' personal and professional development, being a role model, and motivating employees.

Firstly, the departed managers elicited nostalgia based on the photos and memories shared by the participants about their managers. Some of the participants shared photos from the farewell dinners for departed managers. One participant stated his feelings about the departure aroused in him with the following words:

"After our manager left, we were all sad. We tearfully sent off our manager. He was sad too. You can see in the photo, now he may be at the age of the seventies or eighties. He also wanted to be retired. It was a nice separation. He was also happy and we were happy too, but of course, we were sad because he was leaving."

The interviewees also mentioned how their managers contributed to their personal and professional development. In this context, participants stated that they gained many professional skills from departed and current managers transferring their knowledge and experience. One participant stated:

"Thanks to her, I learned and gained professional skills such as disciplined and systematic working, work-life balance, step-by-step learning, and business planning. Luckily, I was at the beginning of my profession and she was a correct example for me."

Participants also reported their memories with their managers in terms of being role models in their careers. One participant said:

“People and your managers are really important in our profession. I even smiled as soon as I opened this photo. This is one of the points where I feel very lucky professionally. No matter what I do in the future, I will feel very lucky because she is my manager. If I’m going to be a manager one day in the future, I want to be a manager like her. I take my manager as a role model not only as a career but also about what I should do to be a good person and how I should establish balance in business life.”

Consequently, several participants emphasized managers’ motivating the employees through bonuses and rewards even in case of adverse situations. The following comment reflects the nostalgia feeling of one participant related to this concept:

“I remember working for long hours without even anger, and now when I look at this photo, I can see how hard I have worked. It is still normal for me and I would do it again, but you can work that hard when you see a certain tolerance, respect, and love... Not just as a career. ‘What should I do to be a good person? How should I find the balance in business life?’ For example, I try to learn these points thanks to my managers. When I fall, they always motivated me and I know they are always with me.”

3.2. Colleagues-related memories

The participants also provided many photos that captured the memories with colleagues, including strong bonds with their colleagues, supporting each other at work, working together with current and departed colleagues.

Departed colleagues trigger a feeling of nostalgia in the participants, similar as it was with the departed managers. One of the participants expressed how departed colleagues contributed to her professional development and feeling of nostalgia for the days she worked with departed colleagues in the following quote:

“Nobody in the photo is in the organization right now. They all departed from the organization. It’s actually a nostalgic photo. When I first came to the organization, they all supported me a lot. Because I was inexperienced. I had just gradu-

ated from university and they all really supported me and made me learn and understand the job in a short time. They trained me and then went on their own. I miss them all very much. We can still talk and see each other. This photo is really important for me. I loved my friends very much.”

Participants signposted having strong bonds with their colleagues during the interview by expressing how they have close emotional bonds, deep understanding, make deep conversations, and contribute to their mutual well-being, as indicated below:

“For example, in this photo, I wish that this photo would be alive, I wish one of my friends would come to me and say let’s go down to drink coffee, for example. Or I wish he could say ‘Let’s go out or play basketball tomorrow’. Things I miss to spend our time, relieve stress, and make effort together.”

Other memories and experiences inducing the nostalgia were about supporting each other at work. In this regard, they support each other both in terms of career development and managing difficult times which creates a sense of nostalgia in the participants. One participant described these experiences that elicit nostalgia as follows:

“When this photo was taken, we were planning the year 2020. So, we were all looking at 2020 with the same glasses. We all agreed. We were of one mind. I thought in my mind as ‘We will approach all our goals in a single voice’. There was an idea as ‘Yes, we achieve these goals by supporting each other’.”

It has been observed that the participants also feel nostalgic to working together with their colleagues because all of the employees cannot be together due to the pandemic era. He states:

“We are currently six people on the team. Only one of us goes to the office each day of the week. Therefore, we cannot be in the office at the same time. In this way, we cannot see each other because two people cannot be in the office at the same time. We cannot work with our teammates at the same time. I have its bitterness. We used to be very stressed when we were there, but someone would explode a joke and the atmosphere would suddenly cheer up. If you look nostalgically, I miss those times. There is no trace of the old work environment in the pandemic.”

3.3. Event-related memories

Due to isolation and social distance, restrictions have also been placed on events during the pandemic. In this context, the interviewees mentioned their memories about the events in organizations such as job-related events, sports events, Christmas celebrations, dining events, birthday celebrations, job-related anniversaries, and other events.

Participants generally mentioned annual evaluation meetings, project presentations, and vision and strategy meetings for the job-related events. Participants attributed value to these events due to allowing fun activities as well as providing the opportunity to establish networks and information sharing. This was vividly described by the event where experts share their knowledge and interactive presentations take place in the following quote:

“This photo was taken at our annual meeting. Every year, there is a meeting in a big hotel hosted by the organization in Bodrum and attended by all the white-collar employees. In this two-day meeting, there were both business meetings and briefings and free time for the employees to have a comfortable time. We formed a music team to make use of this free time. We had a lot of fun. Of course, we couldn’t do that during the pandemic process.”

Sports events include various activities such as cycling, volleyball, basketball, and table tennis tournaments. These activities include indoor and outdoor arrangements and were exemplified in the following quotes:

“In our organization, there were astroturf activities, volleyball and basketball tournaments, and table tennis tournaments for both men and women. Besides, painting contests were organized for the children of employees. Apart from that, there were many different events such as spring festivals and rodeo games. Almost 10–12 activities were organized monthly every year.”

Participants also mentioned dining events such as having breakfast or lunch together with colleagues and managers. The most remarkable thing among the dining activities was the participants’ sharing about the iftar during Ramadan. This year, Ramadan coincided with the pandemic era. In Turkey, many people lived Ramadan in the shadow of the pandemic due to the restrictions in both work and social life. One participant stated:

“This photo shows an iftar from last Ramadan. This year’s Ramadan month was very different from the previous ones. It was much more in terms of longing. In previous years, even knowing that there was a chance to do iftar with friends in Ramadan was enough for me, but it was very sad that I could not go out and could not eat iftar meal with my colleagues and my family during this Ramadan.”

One participant presented a photograph of Christmas celebrations in her organizations and stated: *‘This photo was taken on December 30, 2019. Before New Year’s Eve, we were having dinner together on a day when everyone was dressed diligently. There were food and drink or something. There was a celebration at the bank until 8–9 pm.’*

Another interviewee mentioned birthday celebrations as event-related experiences eliciting organizational nostalgia and stated: *‘This is the birthday photo of my manager. We prepared a birthday celebration for him that he never predicted. We all greeted her in her room with a cake very early in the morning. It was a surprise that our manager never predicted.’* Also, a variety of events such as 10th-anniversary celebrations, music, and theatre events has been among the activities that create a feeling of nostalgia for the participants.

3.4. Job-related memories

Participants mentioned their personal and professional development, passion and determination to work, the start date of employment, and career milestones within the job-related memories as primary sources of organizational nostalgia in the pandemic era.

Specifically, the participants talked about the point they have reached in their careers in terms of personal and professional development. A respondent narrated this as:

“I made a great effort for my job. I worked hard, and in the end, I found myself in the position of being one of the people who managed the project among the very well-known people here. So obviously everything is in here. There is a reward for the hard work I have put into the automotive industry over the years. I just coincided with the lucky period of this . . . Both in terms of age and position. It coincided with a lucky period. It coincided with a period when I felt successful both in terms of career and personal development.”

Passion and determination to work were emphasized as a source of organizational nostalgia by the participants. A participant shared a photo of a flower and described her passion and determination to work against all the odds. She quoted this experience as:

“I worked for 5 years to be able to work in this job. At the end of this process, I took the exam of the university where I am currently working. The flower in the photo was in our house at that time and did not bloom for 10 years. This flower bloomed right on the day I passed the exam. I named this flower as hope. I have realized what I want in terms of a career, and in this direction, I have made an effort for it for 5 years without giving up, as this flower. In fact, I am a person who is integrated with his work in every aspect of my life. Regardless of where it is done or under what conditions, my profession is very important to me.”

The start date of employment is an important source of nostalgia for the participants within the framework of job-related memories. Participants especially emphasized the excitement and happiness of that day. For example, one participant said:

“It was the first week I officially started work. It was officially my starting photo and this room and table will always be special for me. Although I will not be here in the future, I think I will remember this place and this day first.”

In addition, the participants also mentioned the career stages, moving to important jobs, and phases that they defined as milestones in their careers. In this vein, one participant shared a photo from a period in which she took important roles in a corporate transformation project in the organization. The following comment of the participant reflects how important this process was in her career in light of Mevlana’s saying, who is the great Anatolian mystic, poet, and thinker [57]:

“This is a photo that depicts my master’s period in my professional life. During this period, I conducted international projects. It was a period where I worked in multicultural, different environments. Mevlana has a saying, ‘I was raw, I became cooked, I was burnt’. This photo really shows a period in which I was cooked and mastering.”

One of the participants works in one of the organizations in the production of Turkey’s first domestic car. The participant shared a photo taken by him

from the launching meeting of the domestic car and expressed the excitement and importance of this job for his career with the following words:

“This photo was taken in Turkey’s first domestic automobile meeting of promotion and launch, having participated president and all stakeholders in the project. We will do the cockpit of this car. I felt tremendously lucky. Because automotive was my all childhood dream and I’ve been a part of this project.”

3.5. Working environment-related memories

As employees started working from home during the pandemic period, one of the themes that they feel most nostalgic about has been the working environment. Especially the office environment and work desk has been frequently mentioned by the participants and included in their photos.

Regarding the office environment, some of the participants stated that they could not be in the office with all their friends due to the rotational work program in their organizations. It has been observed that there is a nostalgia for the old crowd environment and for remaining together since few people work in the office environment. In addition, one participant emphasized his feeling of nostalgia for their office environments as follows:

“I would like to be where my friends are now. But as long as we stay in the organization. It would be okay if I didn’t go up to my colleagues. Even if I hear them talking or humming in the office, it is enough for me.”

Besides, different precautions have been taken due to the pandemic, such as placing separators between working desks in offices that are close to each other. Participants stated that this situation created a sense of nostalgia and longing for the old work environment. One of the participants shared the photo she took about this situation and expressed her longing for the office environment as indicated below:

“It’s a sad photo for me. Because separators were installed in the office for maintaining the social distance due to the pandemic, you see. They installed these separators everywhere in the organization.’ Why did this happen? When will this disease end?’ I ask myself. Also, working under a mask makes me sad. When I look around, it makes me sad to see masked people. I miss the old state of the office. There will always be a longing for

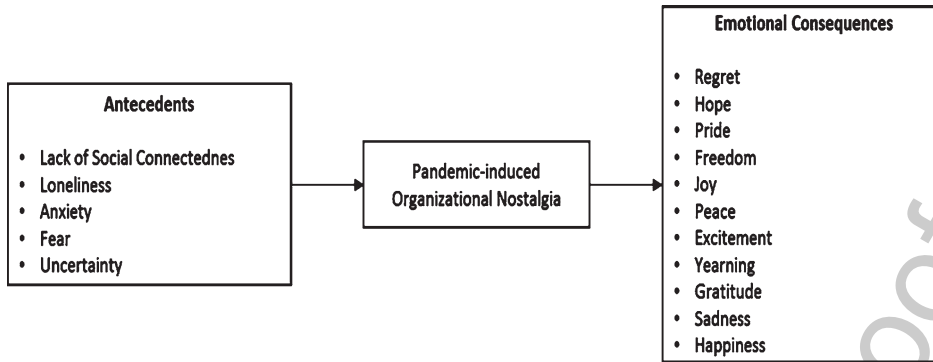


Fig. 2. Antecedents and emotional consequences of pandemic-induced organizational nostalgia.

854 *the old times, maybe something like that. Maybe*
 855 *we'll get used to it, but this state of the office felt*
 856 *more stifling to me."*

857 Regarding the worktable in the organizations, par-
 858 ticipants stated that they felt nostalgic for their
 859 worktables during this process, even though the par-
 860 ticipants were aware of the fact that the worktable is
 861 a fixture of the organization. Some of the participants
 862 stated that they felt nostalgic due to the connection
 863 they established with the items on their worktables in
 864 the office, while others felt nostalgic as they do not
 865 have a worktable as comfortable as in the office. The
 866 following words of one participant about the photo
 867 related to the worktable are quite remarkable:

868 *"During the pandemic process, I missed the*
 869 *office a lot. Especially my worktable. Because my*
 870 *notepads and pens are on my worktable. That's*
 871 *why there is an order in my opinion. I missed*
 872 *that order very much. I only had a computer at*
 873 *home. I obviously missed my worktable during*
 874 *the pandemic era. There is also a desk at home,*
 875 *but my desk in my office is different for me. Both*
 876 *the scenery and things that belong to me on my*
 877 *worktable as a whole were a huge factor in my*
 878 *productive work. I understood it during the pan-*
 879 *demic process."*

880 Further, one participant emphasized the impor-
 881 tance of worktable in the organization for her
 882 motivation as follows:

883 *"I even lost my willingness to work at home. I*
 884 *could not work as efficiently as I was in the orga-*
 885 *nization. For me, the desk is a motivation for job*
 886 *and work... It is a place where I should feel*
 887 *responsibility... I have never felt this responsi-*
 888 *bility in the office while working at home. I could*

889 *not catch it. For this reason, my motivation has*
 890 *dropped a lot in the pandemic. For example, I laid*
 891 *down on the job. Also, I was working on my com-*
 892 *puter on the lap. It felt like a burden to get to the*
 893 *table while at home. That's why I was putting the*
 894 *computer aside again. You sit at the desk in the*
 895 *office and get up when you finish the job, but I*
 896 *didn't get that efficiency at home."*

3.6. Antecedents of pandemic-induced organizational nostalgia

897 After gaining an understanding of memories and
 898 experiences that elicit organizational nostalgia dur-
 899 ing the pandemic, the participants were asked the
 900 triggers of the organizational nostalgia. As a result,
 901 we grouped findings thematically into categories as
 902 a lack of social connectedness, loneliness, anxiety,
 903 fear, and uncertainty (See Fig. 2).
 904

905 Most people have difficulties in maintaining close-
 906 ness and connectedness due to the social isolation
 907 and distance restriction in the pandemic. In this vein,
 908 most of the participants' narratives denoted the lack
 909 of social connectedness theme. Generally speaking,
 910 the lack of social connectedness' theme is related to
 911 the feeling of being distant and disconnected from the
 912 people at work and unable to be in a close relationship
 913 with the members of the organization. Participants
 914 indicate that, especially in this process due to remote
 915 working, there is a decrease in the quality of connec-
 916 tion with their colleagues and managers. Similarly,
 917 the participants shared that many work-related meet-
 918 ings have been held online that mechanizes and
 919 weakens the connectedness. This was mentioned as
 920 indicated below:
 921

922 *"It may be more advantageous to work this way,*
 923 *but I can say that we are in a worse situation emo-*

tionally. Socialization is more important besides anxiety and loneliness. I think the desire to be with colleagues is more triggering nostalgia. I think this is effective in my wanting the pandemic to end.”

Working remotely has increased the isolation of many people in the pandemic era. The loneliness, which is highly felt in this process, is another factor that triggers organizational nostalgia. Most of the participants stated that they did not feel lonely in the process of working remotely because they were married and did not have to be completely alone at home. However, they also stated that they would feel lonely if they were not married and lived alone. Even if they did not experience loneliness, they also stated the expression of their colleagues who felt very lonely during this period. The narrative exemplifies the feeling of loneliness in the following quote:

“Obviously, I can say that I was very impressed by the pandemic era because I was alone at home. I’m mostly at home as there are so many similar cases where I live. This situation triggered my feeling of nostalgia too much.”

The anxiety theme involved both health-related and job-related anxiety. In terms of job-related anxiety, participants expressed that they feel anxiety due to the inability to plan their job for the future, the possibility of being fired due to the bottleneck of the companies in this period of uncertainty, and the economic condition of the country. One of the participants also stated that in a project they will carry out jointly with Romania, they are experiencing enormous difficulties due to the government-mandated and monitored quarantine for incoming travelers in Romania. Stating that they have not yet been able to share this with their customers, the participant expressed the anxiety he felt in this process as follows:

“When I look at it now, a lot of questions arise: ‘If this is the place where we will suffer a great defeat? Will we not be able to complete the project? How will we account for the customer?’ We are looking at this place with great concern right now. We also set up this factory here, but ‘How are we going to enlarge this factory that we established now? It is unclear how the automotive industry will be affected after six months and one year. When will Romania restore? Will the European Union be able to restore?’ There are huge questions and anxiety.”

In a similar vein, many of the participants stated that this process excessively triggered health-related anxiety. The following comment reflects this concern:

“I had serious anxiety about the pandemic since I have asthma. Experts and doctors could not say anything exactly. There are deaths. ‘What if it somehow infected me? If my child or his wife is infected? What do we do if we come across with those bad scenarios?’ That’s why I rarely left the house. In such a situation, I am sure that these worries and anxiety triggered my feeling of nostalgia.”

Fear is another theme that participants feel intensely during the pandemic as a trigger of organizational nostalgia. In this respect, the participants stated that they generally think about their memories to relax in this fearful period. One of the participants stated that they felt an intense fear of death from coronavirus as follows:

“I felt the fear of death. This virus is claimed to cause the loss of a lot of lives when it first appeared. That was both the winter period and we were against a powerful virus, and we obviously did not know exactly how we would treat it, what drugs to use, and so on... Currently, Turkey has been successful in the treatment of the virus. We were very afraid in those early times. Because we were afraid of ourselves. We also have elderly parents. We were very afraid that we would pass the disease on them.”

Most of the narratives exemplified the feeling of uncertainty as a trigger of organizational nostalgia. Similar to anxiety, participants accentuated the feeling of pandemic-related and job-related uncertainty. Firstly, the job-related uncertainty theme included uncertainty related to operations of the organizational procedures, economic conditions, and future. Participant reflecting this view and nostalgia feeling commented that:

“The uncertainty triggered my sense of nostalgia. How nice it was to go to dinner with friends, go to and return from abroad. How beautiful the world really was. How beautiful life was. ‘How will life go on like this now? How are we going to enjoy this life in this way? Will it get worse? Will humanity be destroyed suddenly?’ things like that come to my mind. Therefore ‘Was our old life really behind now? Will we never be able to live those

1023 *happy days again?’ I have these uncertainties in*
1024 *my mind.”*

1025 One participant also stated the feeling of uncer-
1026 tainty related to the pandemic:

1027 *“Of course, currently, there is huge uncertainty.*
1028 *Because everything is very new. It seems like we*
1029 *are just coming out of the pandemic, but it is*
1030 *not clear whether we are coming out or not. ‘Is*
1031 *it still the 1st wave or the 2nd wave?’ this is*
1032 *discussed. The number of cases in the country*
1033 *is still very serious . . . America is leaving the*
1034 *WHO membership. In a sense, the environment is*
1035 *extremely complicated right now. There is huge*
1036 *uncertainty.”*

1037 Furthermore, the participant also stated that this
1038 uncertainty led him to think about the past and
1039 remember the meals he went with his colleagues
1040 and his business trips abroad. Besides, one of the
1041 participants stated that because of always spending
1042 time at home in this highly uncertain period, his ten-
1043 dency towards nostalgia increased and he extremely
1044 remembered the past experiences and organizational
1045 memories.

1046 3.7. Emotional consequences of 1047 pandemic-induced organizational nostalgia

1048 After identifying triggers of organizational nostal-
1049 gia in the pandemic era, during the interviews, the
1050 participants were asked what emotions were trig-
1051 gered by the nostalgic photos they shared about their
1052 routine organizational life. As a result, the interv-
1053 wees mentioned regret, hope, pride, freedom, joy,
1054 peace, excitement, yearning, gratitude, sadness, and
1055 happiness as emotions elicited by the organizational
1056 nostalgia in the pandemic period.

1057 Firstly, the participants stated that remembering
1058 mainly the job-related memories, managers-related
1059 and colleagues-related memories with a sense of nos-
1060 talgia created the feeling of regret in the pandemic era.
1061 Participants stated that they feel regret especially for
1062 the things they postponed even though they wanted
1063 to do in the pre-pandemic days. In addition, one of
1064 the participants stated that she missed out on many
1065 things within the period she exactly focused on skip-
1066 ping important career steps while talking about the
1067 memories in the photos she shared related to career
1068 milestones and said the following:

1069 *“When I look at the photos, I wish I could spend*
1070 *more effort and time on human relations, commu-*

nication, and interaction in my work life before
1071 *the pandemic . . . I wish I could have been more*
1072 *sharing in time.”*
1073

1074 Interestingly, nostalgic memories in general and
1075 job-related memories (start date of employment) in
1076 particular generated hope in the pandemic era. The
1077 participant talked about the feeling of hope while
1078 describing how she overcame the difficulties she
1079 faced when she first started to work. Additionally, one
1080 of the participants shared that they remember the past
1081 very often during the pandemic and they frequently
1082 look at photo albums with her family. At the same
1083 time, she stated that remembering difficult times that
1084 were experienced in the past similar to the pandemic
1085 period and talking about those times created a sense
1086 of hope that these days will also pass, as indicated
1087 below:

1088 *“When we went back to the past with nostalgia,*
1089 *we remembered this; we remembered the 1998*
1090 *crisis, the oil crisis, and the 2001 crisis. There*
1091 *are these kinds of crises in life. The pandemic is*
1092 *one of these crises and this will pass. Knowing*
1093 *that these have passed through in the past made*
1094 *me feel more hopeful that the pandemic process*
1095 *will pass too.”*

1096 Besides, participants stated hope as another
1097 emotion arising from the job-related memories (mile-
1098 stones in the careers) in the pandemic. For instance,
1099 one of the participants shared the photos related to
1100 memory that attended the launch meeting of Turkey’s
1101 domestic automobile, he expressed the feeling of
1102 pride for being one of the stakeholders in the pro-
1103 duction process as follows:

1104 *“When I looked at the photos, I remembered that I*
1105 *had been talking about my work, attending events,*
1106 *working as a project manager, and this made me*
1107 *feel proud.”*

1108 Another emotion is freedom described in the event-
1109 related memories, managers-related and colleagues-
1110 related memories in the pandemic. Especially
1111 because the pandemic process restricts our lives in
1112 many areas, narratives have mentioned freedom as a
1113 feeling triggered by organizational nostalgia as fol-
1114 lows:

1115 *“When I look at this photo, I see how easy and*
1116 *comfortable those times were, how free we were,*
1117 *now, unfortunately, it is very difficult. We could*
1118 *not go to our suppliers for a while. Now, we have*
1119 *started visits gradually under precautions. While*
1120

walking around the field, we make our visits with a mask, without eating, drinking, and by paying attention to social distance.”

As an emotion triggered by organizational nostalgia in the pandemic, narrative exemplifies the feeling of peace in the photos about managers-related memories (managers’ motivating the employees) and job-related memories (milestones in the careers and start date of employment) as in the extracts below:

“I feel at peace when I look at the photos. I see that I have reached the level of self-actualization between the period when I started the profession and the last point I came. This makes me feel at peace.”

Yearning is one of the emotions that are encountered in many narratives and most triggered emotion by photos shared in the context of organizational nostalgia. Specifically, job-related memories (milestones in the careers and start date of employment), managers-related memories (departed managers and managers’ motivating the employees), event-related memories (job-related events, sport events, dining events, and birthday celebrations), working environment-related memories (office environment and worktable in the organization), and colleagues-related memories (departed colleagues, strong bonds with colleagues, supporting each other at work, and working together with colleagues) triggered the yearning in the pandemic. It was observed that the participants yearned mainly for their organizational life before the pandemic. Narrative exemplifies the feeling of yearning as indicated below:

“We are in a working environment where we will be thankful again, but there was something else that was given by being crowded here. And that room was a place where I felt the helpfulness. I don’t know, and the opposite room seemed very close to each other. That’s why it’s a photo that belongs to an environment I miss and is the beginning of my happy memories.”

Additionally, with the nostalgic photos about working environment-related memories (office environment and worktable in the organization), job-related memories (start date of employment), and colleagues-related memories (departed colleagues and strong bonds with colleagues), the participants stated that they appreciate the value of everything they had and felt a sense of gratitude intensely. The following narrative reflects this feeling of gratitude:

“In this process, the feeling of gratitude happened every day. This feeling of nostalgia felt during the pandemic process increased the feeling of gratitude and made us feel more positive. When I look at this photo, I feel a strongly feeling of gratitude for the organization I work for.”

Another feeling triggered by organizational nostalgia is sadness, according to the narratives and photographs of organizational memories related to the working environment (office environment), events (birthday celebrations), managers (departed managers), and colleagues (departed colleagues) in the pandemic era. One participant who was an academician and shared a photo from past graduation ceremonies expressed the feeling of sadness as below:

“Normally our students would have graduated this June, but it could not happen due to the pandemic. I felt sadness when I saw this photo. I would like to see my beloved students throw their caps. I wish we had photos taken at their graduation. Not being able to take that photo makes me sad.”

Finally, much of the narratives about working environment-related memories (office environment and worktable in the organization), event-related memories, managers-related memories (departed managers and managers’ motivating the employees), colleagues-related memories (departed colleagues and supporting each other at work), and job-related memories (milestones in the careers) provided by the participants stressed happiness as an emotion arising from organizational nostalgia as exemplified in the following quotes: *“The oldies... We are happier with the oldies. It seems like I’ve always been happy. Even now, when I looked at the photo, it made me happy.”* and *“I feel happy when I look at this photo of smiling faces. I dream of going back to those days again. We hope the pandemic will end soon.”*

4. Discussion

The changes, restrictions, and difficulties in our lives with the pandemic have led most people to think about the past through nostalgia in the pandemic period. In this context, nostalgia has been used as a restorative resource for impairing the undesirable impact of the pandemic era. As such, this study broadens our understanding of the role of organizational nostalgia in times of adversity experienced with

the COVID-19 pandemic by stressing the nostalgic experiences and memories in the pandemic era, and antecedents and affective consequences of pandemic-induced organizational nostalgia.

Firstly, the results of this study reveal that the pandemic era induces organizational nostalgia, which extended prior studies. Specifically, previous studies have found that nostalgia has restorative power in the existence of organization-related adverse events as organizational change [26], high burnout [16], low interactional justice [27], low procedural justice [28], and low social connectedness [27]. Here, we demonstrated the Covid-19 outbreak which is an adverse event within the context of societal crises, thereby responding to the call of Vaziri et al. [58] or future research. Vaziri et al. [58] stated that the impact of the novel, disruptive, and critical societal crises on employees' attitudes and behaviors has been neglected in organizational research. In this vein, we leverage organizational nostalgia literature and organizational research by concentrating on the COVID-19 outbreak as a societal crisis. The COVID-19 outbreak as health-related adverse events induced organizational nostalgia by creating discontinuity and dramatic changes in working life. This finding enhances our comprehension of the potential role of organizational nostalgia as a valuable resource in the existence of other adverse organizational events such as distress, anxiety, boredom, disengagement, organizational distrust, life and job dissatisfaction.

Indeed, memories and experiences that we remember with nostalgia make us realize the transience of difficulties today [15]. Knowing that all the difficult times and adverse situations in the past have passed away also facilitates overcoming the difficult times with the pandemic in today. In this vein, our findings suggest that most participants also use their feeling of organizational nostalgia as a source for the unexperienced and difficult times in the pandemic era. This finding leverages the study of Milligan [18] that changes (i.e. relocating to a new building) within the organization create an extreme sense of nostalgia in employees. Here, parallel to this view, with the transition to the teleworking or rotational working system due to the pandemic, the routine work life of the employees has changed and this new way of working has increased the feeling of nostalgia.

This study also highlights the specific memories about organizational life that are nostalgically remembered in the pandemic era. In this respect, memories related to managers, colleagues, organiza-

tional events, jobs, and working environments induce organizational nostalgia in the pandemic era. This result provides further support to the research of Gabriel [17] demonstrating that physical buildings, previous leaders who left from the organization for retirement or similar reasons, departed colleagues and social interaction among members elicit organizational nostalgia. Specifically, this study shows that event-related memories and job-related memories are also nostalgically remembered in the pandemic era, leveraging organizational nostalgia literature. Additionally, Gabriel [17] demonstrated memories related to colleagues (departed colleagues), managers (departed managers), work environment (physical buildings) elicit organizational nostalgia. Particularly, we observe that participants share more specific, detailed, and deep memories (i.e. strong bonds with colleagues, managers' sharing their knowledge and experience). One reason for this finding may be using the photo-elicitation interview due to allowing precise and deeper emotions and experiences of participants through visual stimuli compared to verbal interviews [42]. Besides, participants mainly talk about memories about social interactions, social activities and events, working environment, working together, and strong bonds with members of the organization. It seems that a possible reason for this finding is the changes in working life during the pandemic period.

Secondly, this study demonstrates that lack of social connectedness, loneliness, anxiety, fear, and uncertainty evoke organizational nostalgia in the pandemic era, which extends the literature on nostalgia and organizational nostalgia. For example, previous studies found that aversive states evoke nostalgia as loneliness [7], fear of death [8], lack of social connectedness [8], and anxiety [51]. Concordantly, Davis [30] also stated that nostalgia 'occurs in the context of present fears, discontents, anxieties, or uncertainties'. Here, we specifically revealed that with the transition to the remote working system during the pandemic, there is a lack of social connectedness due to the inability to work together with all of colleagues and managers, decrease in social interactions with the members of the organizations, and organizing online corporate meetings and events. In a similar vein, the spread of the COVID-19 pandemic and the inability to prevent the disease causes many people to fear of death and being infected by COVID-19. The uncertainty and anxiety created by the direction of COVID-19 spread and worsening the economic conditions of the countries have also complicated this

1320 period. In this sense, nostalgia may be a safe place to
1321 escape for many people in the pandemic era.

1322 Additionally, this study further expanded organiza-
1323 tional nostalgia literature within the context of
1324 national culture. Specifically, Turkey has a collec-
1325 tivist culture and collectivist culture is associated
1326 with a strong bond and relations with other peo-
1327 ple, emotional dependence, and interdependence
1328 within the groups [59]. Also, Wasti et al. [37] also
1329 revealed that Turkish employees remember work-
1330 related autobiographical memories for enhancing
1331 social bonding greater extent. In this context, in line
1332 with these arguments, we found that the participants
1333 mainly mentioned about social interaction and group-
1334 based triggers (event-related memories, managers
1335 and colleagues-related memories) and antecedents
1336 (loneliness, lack of social connectedness) of nostal-
1337 gia.

1338 Third, this study reveals that organizational nostal-
1339 gia elicits a wide variety of emotions such as regret,
1340 hope, pride, freedom, joy, peace, excitement, yearn-
1341 ing, gratitude, sadness, and happiness in the pandemic
1342 period. Although, past studies have shown that nostal-
1343 gia elicits positive affect [12, 13]. Here, remembering
1344 the memories and past experiences with nostalgia has
1345 triggered pleasant emotions by appreciating the value
1346 of everything and strengthening the belief regarding
1347 the transience of difficulties today. Additionally, the
1348 feeling of nostalgia triggered unpleasant emotions,
1349 which is in line with prior studies [8, 12], such as
1350 sadness and regret. However, from the viewpoint of
1351 unpleasant emotions, it was seen that these emotions
1352 were actually caused by the discontinuity in organiza-
1353 tional life due to the pandemic. For instance,
1354 when the participants looked at the photos, due to
1355 the decrease in human relations, the less time spent
1356 together, and the decrease in interaction during the
1357 pandemic period, they regretted that they did not
1358 attach sufficient importance to these values in the
1359 pre-pandemic days. In other respects, the participants
1360 stated that they have not felt strong regret and that they
1361 were not affected negatively because these memories
1362 bring a sense of awareness along with regret. Like-
1363 wise, the inability to hold the graduation ceremony
1364 and the separators installed between the work desks
1365 during the pandemic period create a sense of sad-
1366 ness due to the change brought to the activities and
1367 working environments that the participants attach to
1368 nostalgic importance. In sum, it has been revealed
1369 with nostalgia that unpleasant emotions arise due to
1370 discontinuity and changes in organizational life dur-
1371 ing the pandemic period.

1372 Also, we used a photo-elicitation interview, which
1373 leverages past studies in organizational nostalgia lit-
1374 erature. Previous studies investigated organizational
1375 nostalgia via qualitative methods [17, 19, 36] or a
1376 combination of survey and experimental design meth-
1377 ods [16, 27, 28]. Here, we specifically conducted the
1378 photo-elicitation interview, and this allowed for pre-
1379 cise, deeper, and submerged information about the
1380 emotions and experiences of participants compared to
1381 verbal interviews [42]. Additionally, organizational
1382 nostalgia is a concept mainly based on remembering
1383 and recalling memories. In this vein, the photo-
1384 elicitation method has facilitated remembering [43]
1385 and communicating memories for participants by
1386 capturing hidden emotions and feelings with visual
1387 stimuli [40].

1388 Overall, the current study provides intriguing
1389 examples of nostalgic memories in the pandemic
1390 era and ensures a baseline understanding of the
1391 antecedents and consequences of organizational nos-
1392 talgia within the context of the COVID-19 pandemic
1393 era.

1394 4.1. Practical implications

1395 From a practical perspective, the current study
1396 has shown that not only nostalgia but also organiza-
1397 tional nostalgia has an important role in the existence
1398 of adverse events. Moreover, although it was not
1399 an organization-related adverse situation, organiza-
1400 tional nostalgia has alleviated the negative impacts
1401 of the COVID-19 pandemic for many people. In this
1402 context, managers should pay more attention to the
1403 restorative and positive aspects of nostalgia in case
1404 of organizational adversity. In this vein, managers
1405 should maintain past experiences through stories,
1406 official documents, visuals, and video materials to
1407 elicit nostalgia during times of organizational hard-
1408 ships and adversity.

1409 Besides, managers should pay attention to mem-
1410 ories related to organizational experiences, events,
1411 or work environments that create a sense of nos-
1412 talgia in case of possible organizational changes.
1413 In this regard, management can store and ensure
1414 the continuity of organizational nostalgic memories
1415 through organizational newsletters, websites, social
1416 media channels, and organizational museums. Man-
1417 agement can also create key narratives and stories
1418 about nostalgic memories and past experiences as
1419 organizational success, founders, and milestones in
1420 the journey of the organization through promoting

1421 storytelling. Storing memories and past experiences
1422 that will be important to the organization in these
1423 ways will increase the sense of continuity for employ-
1424 ees. Especially the employees' disconnection with the
1425 memories and experiences that they attach impor-
1426 tance with nostalgia can create an organizational
1427 discontinuity. Considering the studies in the nostal-
1428 gia literature revealing that discontinuity has negative
1429 effects on behaviors, organizational changes should
1430 be made in the area that will not damage the ties
1431 with important memories and experiences in organi-
1432 zational life.

1433 Contrarily, employees have negative as well as pos-
1434 itive past experiences and memories in organizational
1435 life. The negative past experiences may lead to unde-
1436 sirable employee attitudes and behaviors. Hence,
1437 identifying these negative experiences/memories is
1438 crucial for managers. From the organizational conti-
1439 nuity perspective, managers aim to enhance the
1440 continuity of positive aspects of organizational life
1441 whereas continuity is not beneficial in the presence of
1442 negative past experiences. In this context, managers
1443 should encourage nostalgia for identifying these neg-
1444 ative past experiences. Especially, while ensuring the
1445 continuity of positive experiences in the organiza-
1446 tional change within the organization, it is necessary
1447 to eliminate or transform negative past experiences
1448 from organizational life.

1449 Based on this study, we also offer implications for
1450 occupational health practitioners. Particularly, from
1451 a positive psychology perspective, pleasant emotions
1452 leverage psychological health during a crisis [60].
1453 Indeed, pleasant emotions broaden cognitive aware-
1454 ness, thinking, and mindsets, and thus people build
1455 personal, social, and psychological resources during
1456 the crisis [29]. In this vein, the current study pro-
1457 vides insights about the use of nostalgia, as one of
1458 these pleasant emotions for enhancing the health and
1459 wellbeing of employees in the presence of adverse
1460 events. That said, practitioners should use orga-
1461 nizational nostalgia for the prevention of adverse
1462 health-related impacts (i.e. loneliness, anxiety, fear)
1463 of the COVID-19 pandemic era. Besides, nostalgia
1464 increases positive mood, enhances positive self-
1465 regard, heightens the sense of social connectedness,
1466 and elevates the meaning in life [12]. Additionally,
1467 nostalgia is easy to implement, cost- and time-
1468 effective strategy for health promotion [8]. Hence,
1469 routine nostalgia intervention in the workplace could
1470 be applied for promoting psychological health and
1471 well-being. Furthermore, nostalgia therapy can be
1472 used for improving the comprehension of the tem-

1473 porality of organizational hardship and enhancing
1474 optimism about the future.

1475 4.2. Limitations and directions for future 1476 research

1477 The current research is limited by a few concerns.
1478 Specifically, this study used a cross-sectional design
1479 (all data have been collected at one point in time).
1480 In this regard, considering the context of the present
1481 study is mainly emotions, this study may not fully
1482 distinguish the main concept (organizational nos-
1483 talgia), antecedents, and consequences due to the
1484 cross-sectional nature of the study. Therefore, we
1485 suggest that future research may further obtain lon-
1486 gitudinal data to examine any changes in nostalgic
1487 memories that were remembered across the duration
1488 of the pandemic. Especially, whether the nostalgia
1489 is felt more intensely during the periods when the
1490 number of cases is at a peak and the second wave is
1491 experienced, should be examined in future research.
1492 Moreover, determining the memories that create a
1493 feeling of nostalgia for employees during and after the
1494 pandemic will enable us to see whether there is a dif-
1495 ference in the memories we remember and attribute
1496 importance during the crisis periods and uneventful
1497 times.

1498 Similar to all qualitative studies, a small sam-
1499 ple size prevents the generalization of findings [44],
1500 although we considered sample diversity. Future
1501 research should conduct test quantitative-driven
1502 research. In particular, empirically investigating the
1503 antecedents and consequences of organizational nos-
1504 talgia indicated through the current study may
1505 broaden our understanding of organizational nostal-
1506 gia.

1507 Using a photo-elicitation method was also a lim-
1508 itation of this study. Although a photo-elicitation
1509 interview provides rich data and valuable insights,
1510 this method is mainly based on the participants'
1511 self-report of nostalgic memories, the triggers, and
1512 the consequences of nostalgia. Future research
1513 can benefit from researcher-driven photo-elicitation
1514 interviews. In this way, photos related to working
1515 life in the pandemic provided by the researchers
1516 can be used as stimuli for the interviews. Besides,
1517 the follow-up research can use experimental design
1518 via participants in the organizational-nostalgia con-
1519 dition (bringing photos related to the nostalgic event
1520 experienced in organizational life within the pan-
1521 demic period) and control condition (bringing photos

1522 related to the ordinary event experienced in organi-
 1523 zational life within the pandemic period) to deeply
 1524 assess organizational nostalgia and investigate its
 1525 antecedents and consequences.

1526 Additionally, this study was performed using data
 1527 gathered in Turkey. Based on the national culture
 1528 perspective, Turkey has collectivistic culture [59].
 1529 It is possible that the participants mainly mentioned
 1530 social interaction and group-based triggers as a result
 1531 of collective culture. In this vein, future research
 1532 should further indicate the possible national dif-
 1533 ferences concerning organizational nostalgia, in the
 1534 antecedents and triggers of organizational nostal-
 1535 gia. We encourage researchers to investigate different
 1536 cultures especially based on future orientations, indi-
 1537 vidualism, and low uncertainty avoidance as facets of
 1538 cultures [61], to assess the organizational nostalgia in
 1539 the pandemic era.

1540 In this study, we assessed the COVID-19 pandemic
 1541 as an adverse situation and event inducing organiza-
 1542 tional nostalgia. Future research should explore other
 1543 adverse situations (i.e. economic and financial crisis,
 1544 natural disasters) inducing organizational nostalgia
 1545 to determine whether nostalgic memories are spe-
 1546 cific to particular adverse events and to determine
 1547 the impact of organizational nostalgia on employees'
 1548 health and wellbeing in the existence of other adverse
 1549 events. Also, although we did not interfere with the
 1550 organizational nostalgia-related photo choices of the
 1551 participants in any way (such as memories/ experi-
 1552 ences should be positive or negative), the participants
 1553 voluntarily shared their positive memories within
 1554 the scope of the current study. In this vein, future
 1555 research should focus on gathering negative as well
 1556 as positive organizational memories in the process of
 1557 interviewing (i.e. general call for nominations for the
 1558 research, interview questions) in a more neutral and
 1559 non-intrusive manner to limit potential biases. Fur-
 1560 thermore, the current study focused mainly on the
 1561 affective consequences of pandemic-induced organi-
 1562 zational nostalgia. The current study suggests that
 1563 investigating behavioral (i.e. organizational commit-
 1564 ment, task performance, job satisfaction) and motiva-
 1565 tional (i.e. perceived organizational support, intrinsic
 1566 motivation) consequences of organizational nostalgia
 1567 may also be a fruitful direction for future research.

1568 5. Conclusion

1569 This study addressed organizational nostalgia,
 1570 which has received little empirical attention to date, as

1571 a valuable resource against the undesirable impacts of
 1572 the COVID-19 pandemic. We examined the organiza-
 1573 tional nostalgia elicited by the pandemic era through
 1574 a variety of organizational memories, antecedents,
 1575 and affective consequences of organizational nostal-
 1576 gia. We conducted photo-elicitation interviews and
 1577 used photos as stimuli, which has been unexplored
 1578 in mainstream organization and management stud-
 1579 ies and allowed researchers to investigate the rich
 1580 and emotional side of organizational life. The results
 1581 showed that participants nostalgically remember
 1582 memories related to managers, colleagues, organi-
 1583 zational events, jobs, and the working environment
 1584 inducing organizational nostalgia in the pandemic
 1585 era. Besides, we demonstrated that lack of social con-
 1586 nectedness, loneliness, anxiety, fear, and uncertainty
 1587 elicit organizational nostalgia. Besides, a wide variety
 1588 of emotions such as regret, hope, pride, freedom, joy,
 1589 peace, excitement, yearning, gratitude, sadness, and
 1590 happiness have been triggered by organizational nos-
 1591 talgia in the pandemic period. Indeed, this research
 1592 supports that the past is not left behind and is a
 1593 guide and nostalgia may be a safe place to escape
 1594 from adversity for most people today. We hope our
 1595 work will attract the attention of more researchers and
 1596 practitioners on this intriguing and under-researched
 1597 phenomenon.

1598 Ethical approval

1599 Not applicable.

1600 Informed consent

1601 Informed consent was obtained from all partici-
 1602 pants.

1603 Conflict of interest

1604 The authors declare no conflict of interest.

1605 Acknowledgements

1606 Not applicable.

Funding

This research received no funding.

References

- [1] Li J, Ghosh R, Nachmias S. In a time of COVID-19 pandemic, stay healthy, connected, productive, and learning: words from the editorial team of HRDI. *Human Resource Development International*. 2020;23(3):199-207.
- [2] Steele A. Classic Rock Gives Comfort to Music Fans During Coronavirus Lockdown. *The Wall Street Journal*; 2021 [updated 2020 Apr 25; cited 2020 December 25]. Available from: <https://www.wsj.com/articles/the-soundtrack-of-the-coronavirus-pandemic-oldies-11587819602?mod=djemCMOToday>
- [3] Pearsall J. *The new Oxford dictionary of English*. Oxford, UK. Oxford University Press; 1998.
- [4] Brooks SK, Webster RK, Smith LE, Woodland L, Wessely S, Greenberg N, Rubin GJ. The psychological impact of quarantine and how to reduce it: rapid review of the evidence. *The Lancet*. 2020;395(10227):912-20.
- [5] Usher K, Bhullar N, Jackson D. Life in the pandemic: Social isolation and mental health. *Journal of Clinical Nursing*. 2020;29(15-16):2756-7.
- [6] McDonald H. Using Nostalgia to Cope with COVID. *Psychology Today*; 2020. Available from: <https://www.psychologytoday.com/hk/blog/time-travelling-apollo/202004/using-nostalgia-cope-covid>
- [7] Zhou X, Sedikides C, Mo T, Li W, Hong EK, Wildschut T. The restorative power of nostalgia: Thwarting loneliness by raising happiness during the COVID-19 pandemic. *Social Psychological and Personality Science*. 2021;1-13.
- [8] Wildschut T, Sedikides C, Arndt J, Routledge C. Nostalgia: Content, triggers, functions. *Journal of Personality and Social Psychology*. 2006;91(5):975-93.
- [9] Sedikides C, Wildschut T, Baden D. Nostalgia: Conceptual Issues and Existential Functions. In Greenberg J, Kool, SL, Pyszczynski TA, editors. *The Handbook of Experimental Existential Psychology*. Guilford Press; 2004. p. 200-14.
- [10] Klein M. Our Coronavirus Security Blanket: Nostalgia For Old Music, Movies And Much More. *Forbes*; 2021 [updated 2020 Apr 29; cited 2020 December 25]. Available from: <https://www.forbes.com/sites/mattklein/2020/04/29/our-coronavirus-security-blanket-nostalgia-for-old-music-movies-and-much-more/#37908d43256f>
- [11] Sedikides C, Wildschut T. The motivational potency of nostalgia: The future is called yesterday. In: AJ Elliot, editor. *Advances in motivation science*. Elsevier; 2020. p. 75-111.
- [12] Sedikides C, Wildschut T. Finding meaning in Nostalgia. *Review of General Psychology*. 2018;22(1):48-61.
- [13] Sedikides C, Wildschut T, Routledge C, Arndt J. Nostalgia counteracts self-discontinuity and restores self-continuity. *European Journal of Social Psychology*. 2015;45(1):52-61.
- [14] Sedikides C, Wildschut T, Stephan E. Nostalgia shapes and potentiates the future. *The Social Psychology of Living Well*. 2018;2018:181-99.
- [15] Batcho KI. Nostalgia: Retreat or support in difficult times? *American Journal of Psychology*. 2013;126(3):355-67.
- [16] Leunissen JM, Sedikides C, Wildschut T, Cohen TR. Organizational nostalgia lowers turnover intentions by increasing work meaning: The moderating role of burnout. *Journal of Occupational Health Psychology*. 2018;23(1):44-57.
- [17] Gabriel Y. Organizational Nostalgia – Reflection on the ‘Golden Age.’ In S. Fineman, editor. *Emotion in organizations*. Sage Publications; 1993. p. 118-141.
- [18] Milligan MJ. Displacement and Identity Discontinuity: The Role of Nostalgia in Establishing New Identity Categories. *Symbolic Interaction*. 2003;26(3):381-403.
- [19] Ylijoki OH. Academic nostalgia: A narrative approach to academic work. *Human Relations*. 2005;58(5):555-76.
- [20] Dwivedi YK, Hughes DL, Coombs C, Constantiou I, Duan Y, Edwards JS, et al. Impact of COVID-19 pandemic on information management research and practice: Transforming education, work and life. *International Journal of Information Management*. 2020;55:102211.
- [21] Feiz Arefi M, Babaei-Pouya A, Poursadeqiyan M. The health effects of quarantine during the COVID-19 pandemic. *Work*. 2020;67(3). 523-7.
- [22] Şentürk E, Sağaltıcı E, Geniş B, Günday Toker Ö. Predictors of depression, anxiety and stress among remote workers during the COVID-19 pandemic. *Work*. 2021;1-11.
- [23] Jesus TS, Landry MD, Jacobs K. A ‘new normal’ following COVID-19 and the economic crisis: Using systems thinking to identify challenges and opportunities in disability, telework, and rehabilitation. *Work*. 2020;67(1):37-46.
- [24] Brooks SK, Webster RK, Smith LE, Woodland L, Wessely S, Greenberg N, Rubin GJ. The psychological impact of quarantine and how to reduce it: rapid review of the evidence. *The Lancet*. 2020;395(10227):912-20.
- [25] Usher K, Bhullar N, Jackson D. Life in the pandemic: Social isolation and mental health. *Journal of Clinical Nursing*. 2020;29(15-16):2756-7.
- [26] Brown AD, Humphreys M. Nostalgia and the narrativization of identity: A Turkish case study. *British Journal of Management*. 2002;13(2):141-59.
- [27] Van Dijke M, Leunissen JM, Wildschut T, Sedikides C. Nostalgia promotes intrinsic motivation and effort in the presence of low interactional justice. *Organizational Behavior and Human Decision Processes*. 2019;150:46-61.
- [28] Van Dijke M, Wildschut T, Leunissen JM, Sedikides C. Nostalgia buffers the negative impact of low procedural justice on cooperation. *Organizational Behavior and Human Decision Processes*. 2015;127:15-29.
- [29] Fredrickson BL. The role of positive emotions in positive psychology: the broaden-and-build theory of positive emotions. *American Psychologist*. 2001;56(3):218.
- [30] Davis F. *Yearning for yesterday: A sociology of nostalgia*. New York, NY: Free Press; 1979.
- [31] Gammon S, Ramshaw G. Distancing from the present: nostalgia and leisure in lockdown. *Leisure Sciences*. 2021;43(1-2):131-7.
- [32] Wang J, Xia L. Revenge travel: nostalgia and desire for leisure travel post COVID-19. *Journal of Travel & Tourism Marketing*. 2021;38(9):935-55.
- [33] Todorova B, Padareva-Ilieva G. Nostalgia as a device for dealing with traumatic experiences during the COVID-19 crisis. *East European Journal of Psycholinguistics*. 2021;8(1):110-24.
- [34] McCabe D. ‘A land of milk and honey’? Reengineering the ‘past’ and ‘present’ in a call centre. *Journal of Management Studies*. 2004;41(5):827-56.
- [35] Bardon T, Jossierand E, Villesèche F. Networks as Media for Nostalgia in an Organisational Context. In: Niemeyer K, editor. *Media and Nostalgia*. Palgrave Macmillan, London; 2014. p. 105-17.

- 1731 [36] Bardon T, Josserand E, Villesèche F. Beyond nostalgia: Identity work in corporate alumni networks. *Human Relations*. 2015;68(4):583-606. 1771
- 1732 1772
- 1733 1773
- 1734 [37] Wasti SA, Aydin C, Altunsu B, Beyhan TB. Recalling positive and negative events: A cross-cultural investigation of the functions of work-related memories. *Journal of Applied Research in Memory and Cognition*. 2021;10(1):65-73. 1774
- 1735 1775
- 1736 1776
- 1737 1777
- 1738 [38] Ray JL, Smith AD. Using photographs to research organizations: Evidence, considerations, and application in a field study. *Organizational Research Methods*. 2012;15(2):288-315. 1778
- 1739 1779
- 1740 1780
- 1741 1781
- 1742 [39] Wilhoit ED. Photo and Video Methods in Organizational and Managerial Communication Research. *Management Communication Quarterly*. 2017;31(3):447-66. 1782
- 1743 1783
- 1744 1784
- 1745 [40] Harper D. Talking about pictures: A case for photo elicitation. *Visual Studies*. 2002;17(1):13-26. 1785
- 1746 1786
- 1747 [41] Bates EA, McCann JJ, Kaye LK, Taylor JC. "Beyond words": a researcher's guide to using photo elicitation in psychology. *Qualitative Research in Psychology*. 2017;14(4):459-81. 1788
- 1748 1789
- 1749 1790
- 1750 1791
- 1751 [42] Collier J. Photography in anthropology: A report on two experiments. *American Anthropologist*. 1957;59(5):843-59. 1792
- 1752 1793
- 1753 1794
- 1754 [43] Keightley E. Remembering research: Memory and methodology in the social sciences. *International Journal of Social Research Methodology*. 2010;13(1):55-70. 1795
- 1755 1796
- 1756 1797
- 1757 [44] Denzin NK, Lincoln YS. *The sage handbook of qualitative research*. (3rd ed.). London, UK: Sage Publications; 2005. 1798
- 1758 1799
- 1759 [45] Patton MQ. *Qualitative research & evaluation methods: Integrating theory and practice*. Sage publications; 2014. 1800
- 1760 1801
- 1761 [46] Sandelowski M. Sample size in qualitative research. *Research in Nursing & Health*. 1995;18(2):179-83. 1802
- 1762 1803
- 1763 [47] Cakir B. COVID-19 in Turkey: lessons learned. *Journal of Epidemiology and Global Health*. 2020;10(2):115. 1804
- 1764 1805
- 1765 [48] Simsek F. The Pandemic of COVID-19 and its Impact on Turkey. *World*. 2020;8(124,600):438-596. 1806
- 1766 1807
- 1767 [49] Francis JJ, Johnston M, Robertson C, Glidewell L, Entwistle V, Eccles MP, Grimshaw JM. What is an adequate sample size? Operationalising data saturation for theory-based interview studies. *Psychology and Health*. 2010;25(10):1229-45. 1808
- 1768 1809
- 1769 1810
- 1770
- 1771 [50] Stone AJ, Oakman J. Oral health professionals: An exploration of the physical and psychosocial working environment. *Work*. 2020;65(4):789-97. 1772
- 1773 1774
- 1774 [51] Van Oss T, Duch F, Frank S, Laganella G. Identifying occupation-based needs and services for individuals experiencing homelessness using interviews and photovoice. *Work*. 2020;65(2):247-55. 1775
- 1776 1777
- 1777 [52] Dhar RL. Understanding working class lives: An examination of the quality of life of low income construction workers. *Work*. 2014;49(1):87-105. 1778
- 1779 1780
- 1780 [53] Pullman ME, Robson SK. Visual methods: Using photographs to capture customers' experience with design. *Cornell Hotel and Restaurant Administration Quarterly*. 2007;48(2):121-44. 1781
- 1782 1783
- 1783 [54] Braun V, Clarke V. Using thematic analysis in psychology. *Qualitative Research in Psychology*. 2006;3(2):77-101. 1784
- 1784 1785
- 1785 [55] Strauss A, Corbin J. *Basics of qualitative research*. New York: Sage publications; 1990. 1788
- 1786 1789
- 1787 [56] Gioia DA, Corley KG, Hamilton AL. Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*. 2013;16(1):15-31. 1790
- 1788 1791
- 1789 [57] Mevlana.net. Who is Mevlana? [homepage on the Internet]. 2022 [cited 2022 Feb 30]. Available from: <https://www.mevlana.net/mevlana.html> 1792
- 1790 1793
- 1791 [58] Vaziri H, Casper WJ, Wayne JH, Matthews RA. Changes to the work-family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *Journal of Applied Psychology*. 2020;105(10):1073. 1794
- 1792 1795
- 1793 [59] Kabasakal H, Bodur M. Leadership and culture in Turkey: A multifaceted phenomenon. In: Chhokar J, Brodbeck F, House R, editors. *Culture and leadership across the world*. Psychology Press: 2007. p. 869-908. 1796
- 1794 1801
- 1795 [60] Waters L, Algoe SB, Dutton J, Emmons R, Fredrickson BL, Heaphy E,.... Steger M. Positive psychology in a pandemic: Buffering, bolstering, and building mental health. *The Journal of Positive Psychology*. 2021;1-21. 1802
- 1796 1803
- 1797 [61] House RJ, Hanges PJ, Javidan M, Dorfman PW, Gupta V. *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications; 2004. 1804
- 1798 1805
- 1799 1806
- 1800 1807
- 1801 1808
- 1802 1809
- 1803 1810
- 1804
- 1805
- 1806
- 1807
- 1808
- 1809
- 1810