



INTERNATIONAL JOURNAL OF ADVANCE RESEARCH, IDEAS AND INNOVATIONS IN TECHNOLOGY

ISSN: 2454-132X

Impact Factor: 6.078

(Volume 8, Issue 3 - V8I3-1237)

Available online at: <https://www.ijariit.com>

Psychological support of the employers and the impact on the worker output

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ABSTRACT

In recent times, there has been a greater cognizance of the importance of mental health and the organizations must also start recognizing the needs of employees for a better workplace environment so they can be at their maximum efficiency. There are various reasons why employee starts developing mental health problems in their workplace. The reasons could be personal like dealing with a difficult boss or organizational like a merger or takeovers. These mental health problems in turn reflect on their work performance in a negative manner. From impulsive and reckless actions in the workplace to lower efficiency while working on their projects, the employee's mental health can affect both their own performance and the entire dynamic of the organization. Employers should be considerate towards employees' mental health not only for the purpose of increasing the overall productivity of the organization but also for humanitarian reasons. They can achieve a healthier workplace environment through employee assistance programs, mental health first aid kits, and flexible working conditions. COVID-19 has been one of the major reasons for the deteriorating mental health of the employees and the organizations have slowly started adapting a way to restructure themselves in order to cater to the needs of the employees. This paper sources its information from secondary sources and attempts to simplify the concept of employee wellbeing and how it correlates to their work efficiency. The paper starts by explaining under what circumstances the worker experiences mental health problems in the workplace and how that affects their performance. It also discusses why employers should be considerate towards their employees' mental health and how employers and organizations can influence a healthier workplace environment with special reference to current COVID-19 situations.

Keywords— *Psychological Support, Employee Mental Health, Workplace Environment, Organizational Behaviour, Employee Wellbeing, Employer Support.*

1. INTRODUCTION

“The strength of each member is the team and the strength of every team is its members” quoting Phil Jackson, it is understood that the relation between employees and the employers in the workplace is very important. The workplace is the area where a worker usually spends most of his time in his life trying to support his livelihood. For a person to give his best output, he or she should be in the best condition physically and mentally. Mental health, which is usually neglected, is an essential factor to be considered, especially in the workplace, as it aids the individual to have an excellent environment to work in and for the individual to have a positive attitude toward the tasks given. Employers, being in charge of employment, must consider the environment and provide the best conditions possible for the employees to give their best and achieve the given objectives in a reasonable amount of time.

Mental health can usually be understood as the psychological, emotional, and social well-being of an individual. Mental health can affect a person's or an individual's ability to think and the way the individual acts. Good mental health usually means that the individual can cope with the stress that he or she is going through in their daily life and can be a bit more productive in their tasks. Psychological support is an essential factor for an employer to consider implementing. The support can improve employees' mental health by making them feel a bit less stressed, improving production time, and enhancing the quality of their work. Psychological support means the amount of support provided in the case of social and emotional interactions, which increases trust among co-workers, employers, and employees. Psychological support usually comprises all the supportive social contacts accessible at work. It also refers to the amount of help, assistance, and support provided by the others. It can be said that good psychological support in the workplace can enhance the employees' mental health, which will, in turn, help achieve the objectives set by the employers in an efficient time with good quality.

This research includes the causes of mental health disturbances, and how they impact the employee's work. This research also includes the reason why employers should be concerned about the employee's mental health and the effect of Covid – 19 on the mental health of the employees.

2. RESEARCH METHODOLOGY

The research approach used to perform this research is doctrinal, analytical, and descriptive in the nature. The research material used for this research is secondary in nature; articles, websites, and research will be discussed in the literature review section and assessed to the best of the knowledge of the researcher.

3. SCOPE AND LIMITATIONS

The research explains psychological support of the employers in the workplace and how it shows the impact on the worker's output. This research also includes the importance of mental health and how it can be improved in the workplace. This research solely focuses on the mental health and psychological support between employers and employees in the workplace and does not include the worker's or employer's personal spaces like their homes.

4. LITERATURE REVIEW

1. Mental Health Issues in the Workplace: A Case for a New Managerial Approach¹

This analysis has mainly focused on two aspects: whether the traditional worksite health promotions have a positive impact on the selected mental health factors. Furthermore, the second aspect is the variables that have to be considered when addressing the concerns regarding mental health. The findings found indicated that the workshops have not helped improve the employees' mental health as it is in the jurisdiction of professionals but not under management personnel. The findings have suggested that outcomes are not just influenced by emotional patterns of behaviour but also by experiences in the workplace and perception of the work.

2. Workplace Stress- What is the role of Positive Mental Health?²

This analysis has mainly focused on positive mental health which is also called PMH and whether positive well-being can moderate the job stress and distress relationship. They have analysed and identified the factors that protect the workers' mental health and found out that positive constructs have played a buffering role. High PMH has improved employees' capacity to recover and bounce back from adversities faster. This analysis has also focused on the need to enhance the factors that promote good mental health and on interventions like leadership, workplace, economic and social, and individual-level interventions. The results stated that the exploration of the potential for positive psychological capacities has improved the employees' mental health and is an important area that is to be considered for future research.

3. "How Much Does Quality Mental Health Care Profit Employers"?³

This research aimed to provide information about the employers providing American mental health benefits and are increasingly cost-conscious. It also focuses on the aspects of anxiety and depression and how they have huge costs on the performance of the employees. The research results are that there is substantial research about anxiety and depression, and they affect the performance of the employees, such as the amount of absence and presence in the situation and productivity. The findings also revealed that research into the potential value of a bit higher and improved care for mental health quality is lacking. According to the findings, common anxiety and depression illnesses are costly and widespread in the workplace. Employers continue to underestimate the need of good psychiatric skills and high-quality care. They also came to the conclusion that expanding the use of psychiatric skills and providing proper therapy are viable answers.

4. "Promoting the Mental Health Through Employment and Developing Healthy Workplaces: The Potential of Natural Supports at Work"⁴

The research was focused on finding how the environment can be made positive and how various factors have affected the performance of the employees in the workplace. The results stated that the positive relationship between the employees and employers is based on how the employees are comfortable in the workplace and how employers and employees support each other in addressing work-related and personal problems. The results also stated that special attention and care are to be given to the factor of employee's welfare and set clear boundaries with a relaxed atmosphere.

5. "Effectiveness of training workplace managers to understand and support the mental health need of employees"⁵

The research states that some trials and interventions have been conducted and delivered to the managers based on employees' mental health. It was indicated that after the mental health training, the managers got a bit more understanding of the mental health of their employees and were more responsible in holding a role concerning the mental health of the employees. The findings or the results state that there were positive outcomes over the time when a follow-up check was made and stated that there was a decrease in stigmatizing after the training sessions over time. It was concluded that the manager mental health training that is to be held in the future is to be more inclusive and integrated with the evaluation of the preventive and reactive needs of both the employees and the employers and determine the benefit for both the groups.

5. WHAT CAUSES MENTAL HEALTH DISTURBANCES IN THE WORKPLACE?

According to a study conducted by T. Rajgopal,⁶ which used Work Stress Scale to measure stress levels, leading causes of stress and mental health disturbances in the workspace are:

- (a) *Dealing with a problematic superior*: One of the most predominant reasons for workspace stress is dealing with an unpleasant superior. Sometimes the superior may set unrealistic goals and overwork the employee with many tasks at a time. Stress can also be increased or caused by the work or tasks which are not a part of the role or skill set of the employee.

- (b) *Dealing with difficult coworkers*: another reason for stress in the workspace is dealing with coworkers or colleagues. Dealing with a problematic coworker is more challenging than dealing with a problematic superior compared to one's own. Coworkers often compete with one another for organizational benefits and create a very toxic workspace for others.
- (c) *Work-life balance*: with increasing office hours, employees struggle to keep a proper work-life balance and let their domestic and office stress overlap and hinder their performance at the workspace and peace at home.
- (d) *Expectations which are Unrealistic*: specifically, the periods of company reorganization, mergers etc, maybe a huge cause of stress and anguish for the employees. Increased workloads, excessively working long hours, and immense stress and pressure for a good performance at the highest levels at all times for same amount of pay can physically and mentally drain an individual. Frequent travel and extended periods away from family might contribute to the stress of an employee.
- (e) *Job stability*: underneath the strains of rapid economic change Workplaces are undergoing radical transformations. As firms strive to stay afloat, reorganizations, integrations, and takeovers have become substantial sources of stress for employees. Everyone is under pressure as a result of these measures, from the CEO to the line manager.
- (f) *Rules and regulations of the organization*: Irrespective of the size of the corporation or the bureaucratic structure, particular rules and regulations are essential components of the system to operate as checks and balances. Managers, on the other hand, are likely to experience constraints and stress. Working conditions which are uncomfortable, work overload, lack of control over the process of the work, and plain boredom are all occupational stresses. Reduced pressure in the workplace and work-related psychological problems such as anxiety disorders would be decreased if work role ambiguity was reduced.

6. HOW DO MENTAL HEALTH PROBLEMS CREATED DUE TO ORGANIZATION POLICIES AFFECT EMPLOYEES' PERFORMANCE AT WORK?

Anxiety, stress, and other mental health problems can lead someone to lose focus, making it difficult to multitask and carry out their day-to-day tasks. Employee capacity may be affected, making meeting work deadlines more difficult. Paranoia can occur in those who suffer from anxiety, despair, or severe stress. Even constructive criticism might be taken personally, prompting people to doubt oneself and their performance, leading to a loss of confidence and talent in the future.

It's not just the job that's being affected; it might also be the workplace's dynamic, which is turning it into a center of competitiveness instead of one in which everyone puts in their best effort for the betterment of the whole corporation. A person suffering from a mental illness might find it tough to interact with the others, isolating themselves. This creates a huge communication difficulty, meaning that any potential concerns that aren't addressed right away could have long-term effects.

Demotivation and a lack of focus are signs of poor mental health. When dealing with mental health issues, the brain tends to wander or obsess over tiny inconveniences, making it more difficult to control thoughts and emotions, which has a direct impact on the productivity. Poor mental health can result in impulsive behavior, reckless actions, harmful ideas, and poor decision-making. Poor decision-making might result in missing meetings, arriving late, compromising agreements, or failing to follow corporate regulations.

According to a study conducted by Harvard Business Review,⁷ "More employees are leaving their jobs for mental health reasons, including those caused by workplace factors like overwhelming and unsustainable work. While the 2019 rates of attrition were already surprisingly high, they've gone up even more since then. Sixty-eight percent of Millennials (50% in 2019) and 81% of Gen Zers (75% in 2019) have left roles for mental health reasons, both voluntarily and involuntarily, compared with 50% of respondents overall (34% in 2019). Ninety-one percent of respondents believed that a company's culture should support mental health, up from 86% in 2019".

7. WHY SHOULD EMPLOYERS BOTHER WITH EMPLOYEES' MENTAL HEALTH?

According to World Health Organization, mental health issues, especially depression, are the leading cause of disability and death. And according to research conducted by Mental Health America⁸, "70% of employees were concerned about the psychological health and safety of their workplace and claimed that job stress was the primary cause of their mental health problems or sickness, with depression and anxiety being the top two difficulties. Sixty-six percent of respondents indicated that their company lacked policies or initiatives to combat stigma. 75% indicated that their employer lacks an overall workplace mental health plan to assist them in dealing with depression, stress, and anxiety at work".

According to a Peldon Rose survey⁹ of office workers conducted in July 2018, employers should "champion mental health and well-being, according to 72 percent of employees. Almost three-quarters of employees want their employers to promote mental health and well-being in the workplace. This is ranked higher than equality (48%), sustainability (38%), and diversity (22%). (31 percent). This is true for all generations, who put mental health and well-being above all other causes — Gen Z (76%), Millennials (73%), Gen X (75%), and Baby Boomers (75%). (56 percent)".

There will certainly be lingering dissatisfaction, misunderstanding, and resentment for temporarily laid-off workers who return to work due to management's decisions to protect the firm. They return to the work a bit confused, less confident, and more skeptical of their leaders and supervisors. It is on to leadership to give as much openness as possible and recover morale.

According to Mental Health America¹⁰, before the pandemic, the financial consequences from opportunity costs due to mental illness cost companies an estimated \$6.6 billion per year; mental health difficulties were also the top source of disability claims. Half of all employees are suffering signs of psychological discomfort, which, if ignored, will lead to burnout and despair. Many people are experiencing burnout, particularly those who work in critical services. Employees are in survival mode, attempting to get through the day without having digested what has occurred to them physically, emotionally, socially, and psychologically.

8. HOW CAN EMPLOYERS AND ORGANIZATIONS HELP WITH EMPLOYEES' MENTAL HEALTH IN THE WORKPLACE?

American Psychological Association¹¹ lays down the most effective ways employers can positively influence employees' mental health.

- 1. Employee Assistance Programs:** Thirty-seven percent of employees believe that employer-provided mental health resources may contribute to a more positive work environment (American Psychological Association, October 2021¹²). "An employee assistance program (EAP) is a work-based program that usually aids workers with personal or work-related issues that may be affecting their job performance or well-being. An EAP is a free service that may help employees with difficulties such as marital problems, traumatic experiences (such as workplace violence), legal issues, wellness concerns, and various other concerns. Employees can access services online, over the phone, by video or email, or in person". Organizations should consider forming a cross-departmental benefits committee to examine EAP programs and ensure that various mental health practitioners are a varied collection of mental health practitioners are hired to fulfill employees' requirements. This is an opportunity to empower workers by giving them a voice and immediately responding to their needs.
- 2. Mental health first-aid to employees:** The National Council for Mental Wellbeing¹³ administers MHFA, an evidence-based program that educates individuals on how to recognize, understand, and respond to indicators of mental health disorders and drug use challenges. Up to six months following the training, scientific evaluations demonstrate that MHFA training is beneficial in enhancing mental health literacy and providing assistance to persons with mental health difficulties. According to one study, MHFA promotes mental health awareness, lowers negative attitudes, and increases supportive actions toward people with mental health difficulties. MHFA isn't just for executives and managers. According to the National Council for Mental Wellbeing, a committed network of more than 15,000 trainers has taught more than 2.6 million people in MHFA across the United States. By providing MHFA training to all workers, you are equipping your whole business with mental health information while encouraging empathy and understanding.
- 3. Sense of belongingness:** Equity, diversity, and inclusion (EDI) and organizational health are linked. Fostering a welcoming and inclusive workplace fosters a sense of belonging among employees and adds to healthy work culture. Using a holistic strategy that includes workers throughout your business underlines your organization's commitment to EDI while also boosting employee well-being. Individuals' use of language is vital as they work to build a more equitable, diverse, and inclusive environment. APA established the inclusive language standards, a location to locate the most appropriate terminology when speaking about EDI and build a shared vocabulary. Employee resource groups (ERG) provide a forum for minority workers to connect, share similar experiences, and seek assistance. ERGs, typically established around a common identity such as race, gender, or age, are a solid addition to the workplace with several advantages to the business, including increased inclusion and employee retention. Organizations should recognize and appreciate different identities. Including major cultural and religious holidays in the shared calendar of your group; scheduling meetings, deadlines, and activities on these days with caution, even if they only affect a few employees, has a great benefit on employees' sense of belonging and promotes workplace diversity.
- 4. Flexible working environment:** Employers must adapt their working practices to become more sustainable - the time has come. "A critical component is enabling flexibility, which many employees experienced for the first time with remote work during the epidemic. Respondents stated that their company's return-to-work plans were detrimental to their mental health. The top two reasons mentioned were in-person vs. remote work (41%) and a lack of work-life balance or flexibility due to the procedure (37 percent)¹⁴. Promoting autonomy, setting limits, and developing norms for communication, responsiveness, and urgency may create a psychologically healthy culture. A professional services business, for example, may need longer hours for a customer deadline but may make internal deadlines more adjustable. Other suggestions include not checking email after hours, focusing on one task at a time, and having no meetings on certain days. Leaders must model these and other psychologically healthy activities so that workers believe they can do the same". Conversations between supervisors and direct subordinates on unique working styles and preferences promote inclusiveness. Employers must also guarantee that teams have the tools and capacity to do their duties efficiently while being psychologically well.
- 5. Encouraging employees to disconnect:** productivity is more complicated than simply putting in as many hours as possible. Encouraging employees to take time out for themselves preserves their mental health and may also increase job performance. Workers who take brief breaks during the day, for example, are more productive, have fewer health difficulties, and have lower rates of burnout. If employees fear being chastised for skipping work, they may remain to work even if they are ill, a practice known as presenteeism. Multiple studies have found that presenteeism is connected with poorer health (and greater health-care expenses) and lower productivity than if the employee had taken proper time off. Organizations must include paid vacation days to encourage employees to take more leaves for their mental health.
- 6. Continue to assess outcomes:** A proper assessment design is just as crucial as the correct techniques when it comes to any occupational health intervention. Establish a baseline by polling workers before launching new initiatives, and be sure to include mechanisms for tracking success, such as additional employee surveys and focus groups. Maintain open channels of bottom-up and top-down communication, whether by email, Slack, or Microsoft Teams, continuing staff dialogues with leadership, and/or an employee intranet, and provide avenues for your managers to offer input on a frequent basis. Changes should also be made if you aren't seeing great outcomes or if your staff's requirements alter. Your workers are the beating heart of your organization, and they are your finest resource for learning how to enhance the health of your company.

9. COVID – 19 AND ITS EFFECT ON EMPLOYEES AND THE WORKPLACE MEASURES BY THE EMPLOYERS

The rise in the covid – 19 or the pandemic has affected many people, especially the country's economy and the world. The rise in pandemic has cost many people their employment reason being shut down of many workplaces due to a fall in the profits and maintenance. Many workplaces tried to develop and conduct training sessions to improve mental health and management. From the

OECD¹⁶ research on tacking the mental health impact of the Covid- 19 crisis: An integrated, whole of the society response, it is seen that the people who are having less secure employment, lower status of education, and lower income were experiencing higher rates of mental stress during the crisis of the pandemic.

Group Chief Human Resources Officer of HSBC, Elaine Arden, has stated that “as long as there exists flexibility and choice in the workplace, they are tending to evolve, and this can happen by being supportive of a hybrid workforce as in the past few years of pandemic, the employees have shown that they are productive in their homes as much as they are in the workplace and have shown a better work-life balance¹⁷”. Spotify and Twitter, for example, have committed to permanent work-from-home options. Spotify and Twitter, for example, have committed to permanent work-from-home options. Some individuals even work better—in a recent study of Nutanix workers who work from home, 80 percent said they were equally or even more productive than they were at the office. Many businesses want to reduce on-site workers to maintain 50 percent capacity in physical offices through employee rotation or designated “in-office days.” A high number of remote workers can stifle good cooperation, which is why some employees, such as those recently polled at Nutanix, do not want to return to the office at all¹⁸. The epidemic has accelerated the trend of businesses taking a more active involvement in their employees' financial, physical, and emotional health. Support includes increased sick leave, financial aid, modified operating hours, and child care services. Some organisations helped the community by, for example, moving operations to manufacturing items or giving services to aid in the fight against the epidemic, as well as donating community relief funds and free community services. The present economic crisis has also influenced companies' perceptions of the work experience. Personal characteristics, not external forces, take precedence over what is important to firms and workers alike. Using such metrics can be an effective strategy to boost physical health and increase employees' emotional well-being. While some firms recognised the pandemic's humanitarian catastrophe and emphasised the well-being of employees as people over employees as workers, others forced employees to work in high-risk environments with minimal assistance, considering them as workers first and people second. Organizations have begun to be thoughtful in their approach to business, and the impacts on employee experience will be long-lasting. They have also begun to address disparities in the treatment of remote and on-site personnel.

10. CONCLUSION

The psychological support of the employers has an incredible impact on the employees concerning their performance and productivity. Supporting the employees with their social and job interactions might help them develop a positive attitude towards their job and help develop a positive work environment in their workplaces¹⁹. Training the employers regarding mental health and providing them with workshops helps them understand the employees a bit better and might help them achieve the set goals and objectives in an efficient time with a good quality of work and motivate the employees to perform better in their tasks. We can say that the psychological support of the employers has a positive output on the employees and workers, which can help the organization reach higher standards.

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