

#( &/&##&13\*4" 5%10/\*" 2\*#. \$! (" /"' \$6\*, -, , 6\*! "#\$%&' ()&\*&' +, -, + ' ' . ( /  
! "#\$%&' ()\* +, -, , \*#. \$! (" /"' &! O/\*O. " !&O)&" 1\*" 2\*)( 3\*#(&/&##&13.

X"?C8?%Y9, 8?#8: >8%Z%[ 86?# #: 3"%  
FGHIJ\$%N" =%J 876: ! 2%: ! %  
O82" 4?>82%#: %318%R1#&#, , #: 82

Y78?6@ %N65% @6>  
N6#788%T8@>8%F6?#: <6@D"  
\ 6(%O": #?" 28%\ 6>36@  
\ 8: !#" @6%O8: <KF6@8-6  
+, "- "%\* " ". /-01/\*2-03"&(0,#\*/-'  
+, "- "%\*4"-, "&\*5%&\*6&7/-08/,0%-\*9" (" /&: ; \*/-' \* "<3"1%=>"-,

O1#2%34! 5%#78! %" %8967# : 8%18% "2#3#; 8%: ! % 8<63#; 8%" =%1676>38?#23#>2%  
3163% #7, 6>3% 87, @'5882% B"?C#: <% 89, 8?#8: >8% #: % 6% >" 4: 375% @' >638! %  
#: %318% D@' =6@E" 431%! 4?#: <%318% FGH IJ K&L%, 6: ! 87#>% 42#: <%318% -" =%  
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16, , 8: 8! %6, , ?" 9#7638@5%": 8%586?%6038?%318%": 283% "0%318% FGH IJ K&L%  
6: ! 87#>% #: %318% R1#&#, , #: 82(%J 636% >678%0?" 7%6% S46@363#; 8%": @: 8%  
24?; 85%"0%&/%B"?C8?2%B1#>1%B62%318: %24=-8>38! %3" %318763#>%6: 6@52#2(%  
T"?%="31% 876: ! 2%: ! %?82" 4?>82%Q" 4?%24, 8?"?! #: 638%318782%B 78?<8! \$%  
#: 3?6, 8?2": 6@%#: 38?, 8?2": 6@%B"?C% "?%362CK?8@638! U%6: ! %"?<6: #V63#": K  
?8@638! (%: 376, 8?2": 6@% " =% 876: ! 2%#: >@! 8! %186@1%6: ! %260835U%6: ! %318%  
>" 7, @9#35%"0%B"?C#: <%0?" 7%1" 78U%#: 3?6, 8?2": 6@%?82" 4?>82%#: >@! 8! %  
186@1%, ?"3">"@%6: ! %#: 0"?763#": %! #2287# : 63#": (%: 1: 38?, 8?2": 6@% -" =2%  
! 876: ! 2%1#<1@<138! %2">#6@#: 3876>3#": %6: ! %@6! 8?21#, %22482U%B1#@8%  
?82" 4?>82%#: >@! 8%>" 774: #>63#": %6: ! %8: <6<878: 3%, ?" <?672(%X"?C+  
362CK?8@638! %! 876: ! 2% 36@C8! %6="43% 38>1: " @<5U%, 8?Q"?76: >8U% 6: ! %  
B"?C@'6! W%#32%?82" 4?>82%B8?8%": %318%, ?" 7"3#": %"0%B"?CKQ?" 7K1" 78(%  
Finally, organization-related demands looked at financial and job  
236=#@35%: ! %"?<6: #V63#": %>6, 6=#@35W#32%?82" 4?>82%B8?8%": %B"?C%622832%  
6: ! %: 8B%, " @>#82(%T#: ! #: <2%24<<823%318%?8@; 6: >8% "0%@6! 8?21#, %6: ! %  
>" 774: #>63#": %62%="31% ! 876: ! 2%6: ! %?82" 4?>82%6: ! %318%: 88! %0"?  
"?<6: #V63#": 2%3"%=8%#: 0"?78! %6: ! %Q"?B6?! K@"?C#: <%! 4?#: <%6%>?#2#2(%O1#2%  
234! 5%Q4?318?%87, 162#V8! %18%43#@35%0%18%NJKO%18" ?5%: %4: ! 8?236: ! #: <%  
89, 8?#8: >82%0%B"?C8?2% 4?#: <%6%>?#2#2(

! "#\$%&' ()\* R1#&#, #: 82U% -" =% ! 876: ! 2% 6: ! % ?82" 4?>82% @6! 8?21#, U%  
>" 774: #>63#": U%FGH IJ K&L

F"?82, " : ! 8: >8%28<6?#! #: <%1#2%6?3#>@8%21" 4@ % =8%6! ! ?8228! %" %Y7876@ %N65%J (%  
I@>U%R1J U%O" " 7%) ' ]%) T%O#>6?! " %^%J?(%O" 2#36\_8": <% 6@%a63#, 4: 6: %Z; 8: 48U%  
"5" @6 % 8#<132U%&' ]U%o48V": %F#35U%R1#&#, , #: 82(  
Y76#@%8#@6>c 638: 8" (8! 4



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**The J b-De a d a d Re ce M de**

O1#2% 234! 5% #2% 6: >1"?8! % ": % 318% -"=% ! 876: ! 2K?82" 4?>82% MNJK  
OP% 318"?5% B1#>1% , "2#32% 3163% 318% 3B""% >8: 3?6@% >638<"?#82% "0% B"?C%  
>16?6>38?#23#>2%#% "=% ! 876: ! 2%6: ! %- "=%?82" 4?>82%#7 , 6>3%87 , @' 588%  
89, 8?#8: >82%Mg6CC8?%^%J 878?" 43#U%/' ' \*W%J 878?" 43#%^%g6CC8?U%/' &&P(%  
N"=% 876: ! 2%6?8% , 152#>6@%2" >#6@%?'?'<6: #V63#" : 6@%62, 8>32%'0%818%"=%  
that require sustained physical and/or psychological effort and are,

) / ! " # \$ % & ' ( ) \* + , - . / : ; < = > ? @ [ \ ] ^ \_ ` { | } ~ ¡ ¢ £ ¤ ¥ ¦ § ¨ © ª « ¬ ® ¯ ° ± ² ³ ´ µ ¶ · ¸ ¹ º » ¼ ½ ¾ ¿ À Á Â Ã Ä Å Æ Ç È É Ê Ë Ì Í Î Ï Ñ Ò Ó Ô Õ Ö × Ø Ù Ú Û Ü Ý Þ ß à á â ã ä å æ ç è é ê ë ì í î ï ð ñ ò ó ô õ ö ÷ ø ù ú û ü ý þ ÿ

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318% : 634?8% " Q% B"?C% <@'=6@5% MH8: C63821U% /' /' PU% : 8>822#363#: <% 6: %  
89, @'?63#" : %" Q%- " =%>16?6>38?#23#>2%! 4?#: <%31#2%>?#3#>6@%, 8?#! (%Z3%318%  
26 7 8%3# 7 8U%>?#282%6?8%: " 3%2#: <4@6?%8; 8: 32W%?6318?U%3185%6?8%; #8B8! %62%  
>": 2#23#: <%' Q% 16282%B#31% #23#: >3Q8634?82%: ! % 4?63#" : 2%MR8: ! 8?28: %83%  
6@U%' /' P(%\ 6- "?#35%' Q%18% 4??8: 3%#38?634?8%": % 8 7 6: ! 2%: ! %82" 4?>82%  
6, , 86?8%" % 8?36#: %3%"31" 28%89, 8?#8: >8! %=5%8 7, @' 5882% 4?#: <%318%86?@5%  
, 16282%" Q%318%, 6: ! 8 7 #>%M?808??8! %3" %62%318%8 7 8?<8: >8%6: ! %" >>4??8: 3%  
, 16282PU%B18?8#: %318?8%B8?8%86?@5%B6?: #: <2%6=" 43%318%2, ?86! %" Q%318%  
; #?42U%6: ! @' >C! " B: 2%: ! %823?#>3#" : 2%B8?8# 7, @ 7 8: 38! %MR8! 8?28: %83%  
6@U%' /' P(%

Y96 7, @82%" Q%! 8 7 6: ! 2%3163%8 7, @' 5882%Q6>8! %! 4?#: <%31828%86?@5%  
, 16282%" Q%318% 6: ! 8 7 #>%: >@! 8! %18%7, @ 7 8: 363#" : %' Q% 8B%8>1: " @' <5U%  
318%6=?4, 3%21#Q3%3" %8 7 " 38%" ?%15=?#! %B"?C%6??6: <8 7 8: 32%MH8: C63821U%

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, " 4@63#": %B1"%16; 8%28>8#: 8! %63%8623%": 8% "28%"0%FGHIJK&L% 6>>#: 8% MO6, , @8?(>" 7U%/' /&P(%

O8582%M/' //P%1#<1@#<138! %1"B%"?<6: #V63#": 2%3?#8! %3"%6! 6, 3%6: !% , #; "3%318#?%>"?, "7638%23?638<5%3"%8: 24?8%=42#: 822%>": 3#: 4#35%6 7#! %318% pandemic. Within the first year of the pandemic, there was widespread !#<#36@ 3?6: 20""?763#": (% G318?% ?82, " : 282% #: >@4! 8! % #: >?862#: <% collaboration with competitors or other industries, future-proofing 36@: 3U%6: ! %?8, 4?, "2#: <%6: ! %21#03#: <%! #23?#=43#": %>16: : 8@%MO8582U% /' //P(

O1828%=?"6! 8?%2">#"K8>": " 7#>%16: <82%#7, 6>38! %318%#: !#; #! 46@(% X#31%?82, 8>3%3"% 78: 36@%186@1%6: ! %B8@#=#8#: <U%6%234! 5%>": ! 4>38! % 67": <%T#%#, #: "2%#: %318%86?@5%7": 312%"0%318%, 6: ! 87#>%?8, "?38! %3163% &n(L0%89, 8?#8: >8! %7"! 8?638K3"K28; 8?8%@8; 8@2%"0! 8, ?822#": U%/) (] O% 16! %7"! 8?638K3"K28; 8?8%@8; 8@2%"0%6: 9#835U%6: ! %&)(d0%16! %7"! 8?638K 3"K28; 8?8%@8; 8@2%"0%23?822%M088%83%6@U%/' /' P(%\ 86: B1#@8U%6%234! 5%": % 87, @'588%633#34! 82%! 4?#: <%318%86?@5%, 6?3%"0%318%, 6: ! 87#>%, "#: 38! %3"% ="31%06; "?6=@8%6: ! %4: 06; "?6=@8%31"4<132U%87"3#": 2%6: ! %=816; #"?2% 3"B6?! %B"?CK?8@638! %! " 76#: 2%M6?#: <6@D"%83%6@U%/' /&>P(%Y96 7, @2% "0% 06; "?6=@8% 633#34! 82% #: >@4! 8! % #: >?8628! % 6, , ?8>#63#": % "0% B"?C% and improved prioritization and efficiency, whereas examples of 4: 06; "?6=@8%633#34! 82%B8?8%! #26, , "#: 378: 3%3"B6?! 2%87, @'58?2%6: ! % dif ficulties with working from home.

## Significance of Study and Research Questions

O18%, 4?, "28%"0%318%234! 5%#2%3"%89, @'?8%318%"=%! 876: ! 2%6: ! %-"=% ?82"4?>82%"0%T#%#, #: "%B"?C8?2%": 8%86?%#: 3"%18%FGHIJK&L% 6: ! 87#>(%3% #2%6: >1"?8! %": %318%NJKO%318"?5U%B1#>1% ?"; #! 82%6%42804@Q?678B"?C#: % 4: ! 8?236: ! #: <%B"?CK?8@638! %>16@8: <82%6: ! %24, , "?3% 4?#: <%31#2%236<8% "0%318%>?#2(%13%>6: %=8%: "38! %3163%6@1"4<1%318%NJKO%7"! 8@%>6: %6@2"% #: >@4! 8%, 8?2": 6@%?82"4?>82%#: %6! ! #3#": %3%"-="=?82"4?>82%ME>16408@%^% Taris, 2014), a number of studies have already identified individual >", #: <%6: ! %>?603#: <%23?638<#82%67": <%T#%#, #: "%87, @'5882%! 4?#: <%318% , 6: ! 87#>%M288%Q"?%8967, @8F6?#: <6@D"%83%6@U%/' /&6W%O8: <KF6@8-6% 83%6@U%/' /' P(%T4?318?7"?8U%?8286?>1%! 4?#: <%318%86?@5%, 1628%"0%318% , 6: ! 87#>%24<<8232%3163%i#: !#; #! 46@%@8; 8@6>3#": 2%B8?8%216, 8! %=5%318% ?82, " : 282%"0%318%"?<6: #V63#": %B#31#: %B1#>1%318%, 8?2": %#2%6%, 6?3%"0f%

!"#\$%&'()\*+,-./:;<=>?@

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! 636%42#: <818%JKO%818"?5Mg6CC8?%J 878?" 43#U/' ' \*Wj 6: 31", "4@'4 et al., 2007) was used. More specif cally, responses were frst classif ed 62%8#318?%-="! 876: ! 2%"?%?82"4?>82%=80"?8%#! 8: 3#05#: <24=K318782% 4: ! 8?%86>1%76-"?%>638<"?5(O18%?8@6=#@35%, ?">8! 4?82%, ?", "28! %=5% F?82B8@%6: ! %F?82B8@%M/' &]P%6: ! %D#==2%M/' ' \*P%B8?8%428! #: %318% data analysis process. Qualitative data were frst read, re-read, and 6: 6@V8! % #: ! 8, 8: ! 8: 3@5% =5% 3B"% ?8286?>18?2(% !: 38?>"! #: <% M>?"22K >18>C#: <P@ #2>422#": 2%B8?8%24=28S48: 3@5%" : ! 4>38! %4: 3#@6<78878: 32% B8?8%6>1#8; 8! (%O18%#: 38?>"! 8! %6: 6@5282%B8?8%318: %, ?828: 38! %3"%318% two other researchers for ref nements of the themes and classif cation "0%S4"382%"04?318?8: 16: >8%?8@6=#@35%: ! 06>8% 6@! #35(%

## Re

O18%?824@6: 3%318782%678%! #: #! 8! % #: 3"%3B"%76-"?%28>3#": 2\$% ! 876: ! 2%6: ! %?82"4?>82(%O18%?824@2%6@%"?8, "?38! %267, @8%; 8?>63#7% ?82, " : 282%, 6?3#>#, 6: 32%<6; 8%8"818%S4823#": 2%B#31818#?%"! 8%: 47=8?2% #: %, 6?8: 3182#2(%! : %6! ! #3#": U%?82, " : 28%>"4: 32%6?8%21"B: #: %318%36=@82% 3163%24776?#V8%818% 876: ! 2%6: ! %?82"4?>82%1#<1@<13%B1#>1%81878% B62%?8, 8638! @5%78: 3#": 8! %=5%318%?82, " : ! 8: 32U%21"B#: <%#3%#2%7"?8% ?8@; 6: 3%8"8187(

## De a d

O18%! 876: ! 2%78: 3#": 8! %=5%318%?82, " : ! 8: 32% B8?8%>@4238! % #: 3"%Q"4?%76-"?%24=K28>3#": 2\$% #: 3?6, 8?2": 6@% #: 38?, 8?2": 6@%B"?C+ 362CK?8@638! U%6: ! %"?<6: #V63#": 6@(%! : 3?6, 8?2": 6@% 876: ! 2U%B1#>1%B8?8% >": >8?: 2%Q"4: ! % #: 3?#: 2#>% "818%B"?C8?U%>"; 8?8! %22482%"0186@31%6: ! % 260835%62%B8@%62%818%>"7, @9#35%"0B"?C#: <KQ?"7K1"78(%! : 38?, 8?2": 6@% ! 876: ! 2U%"?%">": >8?: 2%8163%B8?8%#: %?8@63#": %8%6: "318?%, 8?2": U%86@C8! % 6="43%#22482%#: %2">#6@%#: 38?6>3#": 2%6: ! %@6! 8?21#, %, ?"=@872(%X"?C+ 362CK?8@638! % 876: ! 2U%"?%22482%8163%6?8% ?#76?#@5%="43%818%B"?C%8163% 3185%6?8% " #: <U%Q">428! % : %88>1: " @<#>6@%#7#363#": 2U%B"?C@'6! %22482U% 6: ! %, 8?Q"?76: >8%>": >8?: 2(%T#: 6@5U%"?<6: #V63#": K?8@638! %! 876: ! 2U% or issues coming from an organizational lens, looked at fnancial and -"=%236=#@35U%6: ! %318%"?<6: #V63#": A2%>6, 6=#@35(O6=@8%&%24776?#V82% 318%?824@2%Q"?%! 876: ! 2U%318?%! 82>?#, 3#": U%6: ! %318%8"3"36@: 47=8?%"Q% ?82, " : 282%#: %86>1(

O6=8%&(">/-'(?<"(:&0=,0%-(\*/-'\*9"(%-%('4%@-,

J876: !2	J82>?#, 3#":	O82, ": 28%F"4: 3
I: 376, 872": 6%	F": >8?: 2#: 3?: 2#>% " % 318%B"?C8?#: %8?72%0% %8?0"?7#: <%18#?"=2	/]
I: 387, 872": 6%	F": >8?: 2#: %28@63#": %8" % 6: "318?%, 872":	/)
X"?C+O62CK?8@638!	F": >8?: 2%>428! %": % factors af ecting how they 898>438%18#?B"?C	. &
G?<6: #V63#": K?8@638!	F": >8?: 2%= "43%18#?% ?82, 8>3#: 8%?<6: #V63#": 2	//

I a e a De a d

**Hea ha dSafe** (%018?8%B62%-%@86?%086?%0%>S4#?#: <%FGHIJK&L(% Z2%": 8%?82, ": ! 8: 3%216?8! U%i 318?8%#2%31#2%088@#: <% "0%182#363#": %3" %23#@% come to the of ce because oftentimes after a few days, I will receive a 78226<8%163%6%, 872": %! %8: >" 4: 38?8! %2#8#318?%, "2#3#: 8%?%162%6%067#%5% 787=8?%B1"%162%FGHIJf%M/P(%Z: "318?%?82, ": ! 8: 3%26#! U%i B8%! ": A3% 8; 8: %<83%0?88%2B6=%8232%0?"7%18%-%7, 6: 5%": 2#! 8?#: <%B8%6?8%7883#: <% >@8: 32%06>8%3" %06>8(%X 8%! ": A3%6@%"%16; 8%6%FGHIJK&L%, ?8K2>?88: #: <%"?% S4823#": : 6#?8%3"%C: "B%#0%31828%>@8: 32%16; 8%3?6; 8@8! %?8>8: 3@5%"?%16! % 89, 8?#8: >8! %257, 3"72f%ML/P(%O18?8%B8?8%6@%"%89, ?822#": 2% "0%086?% B18: %282, ": ! 8: 32%26#! %318?8%#2% "%<46?6: 388%163%0%B": r3%<83#%: 08>38! f% ML]P%2#: >8%i6257, 3"763#>%, 872": 2%765%=8%4?C#: <%6?"4: ! f%MLP(%O1#2% 086?%B62%4: ! 872>"?8! %B18: %3185%288%i3", %76: 6<878: 3%: "3%0"@'B#: <% 186@1%: ! %260835% ?"3">"@f%Mn&P%2%318%186! 2%?8%6C#: <%F"; #! %#<13@f% M] ' P(%O142U%318%i@8: #8: >5%"0%2"78%>"KB"?C8?2%, ?6>3#>#: <%23?#>3%, 4=@>% health standards" (51) was a concern in ensuring "the of ce is a safe 8: ; #?": 78: 3%0"?%6@f%M&/\*P(

g85": ! %, 152#>6@%186@1U%?82, ": ! 8: 32%6338238! %3"%89, 8?#8: >#: <% mental health issues. A respondent shared the ef ect of being the sole , 872": %63%B"?CU% Ir7%89, 8?#8: >#: <%=4?: "43%0?"7%=8#: <%18%": @5%: 8%803% #: %318%867f%M] &P(%Z: "318?%89, ?8228! %318%78: 36@3"@%0%16; #: <%": @: 8% activities, "I f nd it exhausting to be in meetings/workshops online for @': <%1"4?2f%M/. P%, ?"! 4>#: <%i s""7%063#<48%tB18?8u%": @: 8%7883#: <2+

d' ! "#\$%&' () \*\$() %\$+&\*", +-&\*\$.) \$/o&\$1o.2.11.) &\*

3?6#: #: <%>6: %=8%; 8?5%8916423#: <f%ml. P(%Z, 6?3%Q?" 7%Q63#<48U%?82, ": ! 8: 32% B8?8%B"??#8! %6=" 43%818#?%>" 86<482U%2363#: <U%i 1%6@2"%B"??5%6=" 43%t 75% >"B"?C8?2Au%78: 36@%1 86@31%=8#: <%>"", 8! %4, %63%1 " 78%8@31#2%8# 78f%ml) ] P% B1#>1%>6: %86! %8%i 088@#: <2%" 0%Q63#<48%6: ! %=4?: " 43f%ml) U%cdP(

**C e f W g f H e** (%G: 8%76-"?%1 4?! @8%8163% @! %3"%088@#: <2%" 0%=4?: " 43%B62%B"?C#: <%Q?" 7%1 " 78U%<#; 8: %1 "B%318% majority had insufficient working space. As one respondent said, "work Q?" 7%1 " 78%6: %=8% 8?5%16@8: <#: <(((O18%# 7#38! %2, 6>8%63%1 " 78%76C82% it difficult to creatively think and function" (5). This was affirmed by 6: "318?%265#: <U%i 1r7%: "3%3""%, ?"! 4>3#; 8%B"?C#: <%Q?" 7%1 " 78f%ml) PU% ?824@#: <#: %i 6! -423 78: 32%8"t318u%B"?C@' 6! %?8@63#; 8%8" %1 " 78%B"?C#: <% 8: ; #?": 78: 3f%ml\*P(%E" 78% "38! %818% 6; 6#@6=#@35% 0%1 6?! %>" , 5% ">4 78: 32% [were] stored in the office" (10) with "no back-up on the cloud or hard !?#; 8f%ml\*LP(%O82, ": ! 8: 32%: "38! %318%i>" 7, 6: 5%89, 8>38! %8: 8?5": 8%3"% finance their own WFH set-up" (64), "to set up your workstation and #: 38?: 83%63%1 " 78%B#31" 43%: 5%8@' B6: >8f%ml] P(%O142%818% #: 0?623?4>34?8% #2% "3%583%#: % @>8%8" %24, , "?3%X T` %??6: <8 78: 32f%mlnLP(%

Z2%8185%>" , 8! %B#31%>?863#: <% 8?2": 6@%2, 6>8U%": 8%8 876: ! %B62%818% #: 38?28>3#: %" 0%, ?" 0822#: 6@%6: ! %! " 7823#>%@08(%G: 8%?82, ": ! 8: 3%26#! U% iB"?C%: ! %Q 7#85%23?822%<832%7#98! f%mlPU%8142% 76#: 36#: #: <%B"?C%7"! 8% while at home is difficult" (19). One confessed, "it's so hard to separate 75%B"?C#@08%6: ! %, 8?2": 6@%#08U%82, 8>#6@5%2#: >8%1%B"?C%#: % 75%?" " 7f% MdnPU%, ?"! 4>#: <%i: "%! 8@: 863#" #: %83B88: %B"?C%6: ! %1 " 78f%ml\*&P(%O18% >16@8: <8U%818?80"?8U%B62% "%>8638% 3# 78%76: 6<8 78: 3%28, 6?63#: <%B"?C% 0?" 7% 8?2": 6@%862C2f%ml] PU%=43%81#2% " 82% "3%643" 763#>6@5%2, 8@%24>>822% 62% iB"?CK#@08%=6@: >8U%! 86@t#: <u% B#31% 6: ! % 76: 6<t#: <u%="31%B"?CK ?8@638! %6: ! %1 " 4281"@ +06 7#85%>": >8?: 2%63%818%26 78%8# 78f%ml&/' P% @>8! % 6! ! #3#: 6@%23?6#: (

## I e e a D e a d

**I e S c a I e a c** (% X 18: %#3%>6 78%3"%#: 38?6>3#: <% with others, respondents found this difficult. Some said, "I cannot >" 7 74: #>638% B#31% 75%>" 86<482% 62%, 8?2": 6@% 62% 1% B6: 3% 3" f% ml/P% =8>6428%i, 8?2": 6@%?8@63#" #: 21#, 2%6?8%16?! 8?%3" %8236=@21%" #: 8f%ml. ] P(% iF""? #: 63#" #: %B#31% "B"?C8?2%2%16@8: <#: <%2%B8@1%5" 4?8@5%8" "% 74>1% ": %8 76#@%>" 7 74: #>63#" #: 2%B1#>1%#@ 7#3% 8?2": 6@%#: 38?6>3#" #: f%ml. P%26#! %6%





?82, " : ! 8: 3%216?8! U% ! 8, 6?3 78: 3%186! 2%76: ! 638%318#?%386 7%787 =8?2%  
3"%C88, %18#?%" 7 74: #>63#": %#: 82%6; 6#@6=@8%/d+\*% %1#: C#: <%163%2#: >8%  
B8A?8%B"?C#: <%??" 7 %1 " 78U%B8%21" 4@ %7 6C8%' 4?28@, 82%?86! #5%6; 6#@6=@8f%  
M])P(%O1#2%i @>C%'Q%23?4>34?8%#: %2>18! 4@82f%MddP%: ! %16; #: <%i: ""%# 78%#: %  
6: ! %8# 78%' 43f%M\*)P%i, 432% ?8224?8%": %8 7, @'5882%?"B"?C%6Q38?%21#Q3%: ! %  
": %B88C8: ! 2f%M&&\*P(%Z3%318%26 78%3# 78U%i 7883#: <2%6: ! %8 76#@2! 4?#: <%  
"! ! %1 " 4?2%16; 8%#: >?8628! %#: %Q?8S48: >5U%t>?863#: <u%318%28: 28%3163%B"?C%  
#2%6@B652%": Af%M)P(

I: %6! ! #3#": U%: "3%6@%?82, " : ! 8: 32%B8?8%89>@42#; 8@5%B"?C#: <%Q?" 7%  
home as some had to report back to their of ces. "While the default  
#: %" 4?%<4#! 8@#: 82%#2%318%XT` %tB"?CKQ?" 7K1" 78u%6??6: <878: 3U%7 "23%  
6?8%Q"?>8! %3"%?8, "%3%": K2#38f%M\*]P%6%?82, " : ! 8: 3%216?8! U%<#; 8: %318%  
perception that "working in the of ce is more productive" (62) as "face-  
3"KQ6>8%t#2%?8S4#?8! u%Q"?%# 7, "?36: 3%7883#: <2f%M] 'P(%E" 78%>" 7, 6: #82%  
62C%i 87, @'5882%3"%?8, "%3%": 2#38%Q"?%318%26C8%"Q%, ?"; #: <%6%, "#: 3%3163%  
we're not vacationing" (61). Yet, working in the of ce added extra  
demands as, "of ces have shuttle support for staf going home and  
=6>C%3" %18#?%6?862%"Q%622#<: 78: 3f%M/dP%26#2#: <%18%": >8?: %'Q% @' <#23#>2%  
Q"?%8 7, @'5882% 4?#: <%18% 6: ! 87#>f%M&/. P(%i: %6! ! #3#": U%#3%2%i 1#<1K?#2C%  
B18: %t3185%6?8u%63%318%B"?C, @>8f%M&&)P%2#: >8%3185%6?8%i 89, "28! %3" %18%  
@6?<8?% ", 4@63#": f%M/LP(

**Pe f a ce C ce** (%X"?C@'6! %>": >8?: 2%, ?"! 4>8! %?#, , @8%  
ef ects on monitoring and managing performance. "Managing the team  
?87 "38@5f%Mn/P%# 7, 6>38! %i, ?"! 4>3#; #35%6: ! %, 8?Q"?76: >8%7": #3"?#: <f%  
M)P%2#: >8%#3%2%>16@8: <#: <%""7": #3"?%75%867%2#: >8%#%6: : "3%288%1 "B%  
3185%86@5%B"?Cf%M/P(%f"?2" 78U% 7": #3"?#: <%=28: 3f%M]nP%8 7, @'5882%B62%

dd !"#%&'()\*+,-./:;<=>?@A B C D E F G H I J K L M N O P Q R S T U V W X Y Z [ \ ] ^ \_ ` { | } ~ ¡ ¢ £ ¤ ¥ ¦ § ¨ © ª « ¬ ® ¯ ° ± ² ³ ´ µ ¶ · ¸ ¹ º » ¼ ½ ¾ ¿

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! 8>?8628! %, 8?Q"?76: >8fMM&LPU%B1#B%6: "318?%23638! U%2" 78%>"@86<482% are slacking of and not delivering their targets" (56). This resulted #: %@' B8?8! %i S46@35%6: ! %@8; 8@' 0%, ?"! 4>3#; #35%" 0%318%87, @'5882%#: %" 4?%" ?<6: #V63#"': fMM&' \*P(%J 83?#78: 36@B"% ?"! 4>3#; #35%B62% 87"3#; 63#"': %62% some found it "dif cult to stay motivated" (3) or were experiencing a iB86?#: <%" 0%18#?u%7"3#; 63#"': fM\*P(%Z2%185%Q8@%! 8>?862#: <7"3#; 63#"': % 6: ! %8: <6<878: 3%" 0%, 8", @fMM/\*PU#3%=8>678%>@6?%318?8%B62%6%: 88! %3"" i8: 24?8%>"B"?C8?2%6?8%8: <6<8! fM&P%<#; 8: %3163%i B8%16! %3"">6: >8@/6@ 2">#6@/6>3#; #3#82rM) dP%163%7#<13%16; 8%18@, 8! %= ""23%7"?6@B(

## O g a a -Re a ed De a d

**F a c a a dJ bS ab** (%J 82, #38%18%B"?C@'6! U%82, ": ! 8: 32% Q8@%185%16; 8%: "3%?8>8#; 8! %! 8S4638%>"7, 8: 263#"': (%O185%89, 8?#8: >8! % i: """; 8?3#78%, 65fM&P%! 82, #38%8938: ! 8! %B"?C%1"4?2U%i=4! <83%>432f% M/\*P%#: %318%"?<6: #V63#"': U%6: ! %i@ 7#38! %, 6#! %B"?C%! 652f%M))P(%E" 78% stated their "salary was converted to a daily rate that af ected monthly



d.

?8>8#, 32U%: !% #2=4?28 78: 3% " 4>18?2%%163%28S4#?82%B83#: C%2#<: 634?8%K%  
1", 804@5%7#<13%=8%6! !?8228! f%M&. P%2#: >8%i 8K2#<: 634?8%#2% "3%6>>8, 38! f%  
ML' P(%G: 8%26#! %318%, ?"=@87%B62%i, 6, 8?B"?C(((%T"?%8967, @8U%! 48%3"%  
t369u%28S4#?8 78: 32U%B8%?8%28S4#?8! %28: !% 152#>6@% ", #82%'0%28>8#, 32%  
Q"?%89, 8: 282(((%B1#>1%t#2u%! 6: <8?"42%3"%=?#: <%, 8?2": 6@5f%M). P(%O1#2%  
was af rmed when another said, "submitting documents through  
876#@f%B62%: "3%6, , ?"; 8! U%21"B#: <%6%i: 88! %tQ"?u%6%7"?8%25238763#>%"?%  
643" 7638! %252387f%Md&P(%O142U%282, " : ! 8: 32% "38! %18# 778! #638% 88! %  
Q"?%"?<6: #V63#": 6@%6! 6, 363#": (%G: 8%26#! U%i>16: <82%#: %=42#: 822%7"! 8@2%  
t6?8%: 88! 8! u%3"%6! 6, 3%3"%318%>16: <82%#: %318%=42#: 822%8: ;#?": 78: 3f%  
M&&nP(%E" 78%: "3#>8! %163%18#?%"?<6: #V63#": %i @6>C%>@86?%! #?8>3#": f%M))P%



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should "facilitate staf vaccination for free or cost-share" (36) and to  
i6@ "%76C8#3%8625%0"?%87, @'5882%3"%<83%318#?%; 6>>#: 63#": f%MndP(%O1#2%  
i; 6>>#: 8%24, , "?3f%M&/nP%#2%18@, 04%i0"?%87, @'5882%B1"%765%16; 8%: "%  
6>>822%1?4%\_Dm2%t@'>6@k"; 8?: 78: 3%4: #32uf%M/. P(%

**I f a D e a a d P c h c a S** (%: %  
6! ! #3#": %"16; #: <%186@1% "#>#82%#: % @6>8U@86?: #: <%2822#": 2%="43%18%  
; #?42%B8?8%0"4: ! % 6@46=@8%=5%18%282, ": ! 8: 32(%i X 8=#: 6?2%": %B8@: 822U%  
, 152#>6@%87"3#": 6@%78: 36@%186@1f%M&' P%B8?8%#7, "?36: 3%3"%i 8! 4>638%  
employees on the benef ts of vaccination" (34). "Providing webinars

d] ! "#\$%&' () \*\$() %\$+&\*", +-&\*\$.) \$/o&\$1o.2.11.) &\*

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needs and provide any solution" (88). This was affirmed by another saying, "listen to staff concerns around job retention, workload, [since the] staff can only take on so much workload" (120). "Listen to what staff say, @'5882u%16; 8%3"%265(%Z2C%1" B%t318%"?<6: #V63#" : u%>6: %18@, f%M//P% 31?" 4<1%>": 3#: 4t8! u%>": ; 8?263#" : 2F%M/\*P%! ! 8! %6: "318?<

**W /Ta -Re a ed Re ce**

**P fW -f -H eSe -** (%082, ": ! 8: 32% "38! % 3163%"?<6: #V63#" : 2%21" 4@ %i>": 3#: 48%18%B"?C%Q?" 7%1" 78%283%4, f%M&' P% 6: ! %! 8; 8@', %i, ?" <?6 72%6: ! %#: #3#63#; 82%3163%87, " B8?%87, @'5882%#: % B"?C#: <%Q?" 7%1" 78f%M) &P%2#: >8%1#2%2834, %2%Q862#=#8%#: %88?72%' 0%260835% 6: ! %! 86%1f%MddP(%i X " ?C#: <%Q?" 7%1" 78%C88, 2%42%2608%Q?" 7%FGHIJ%: ! % 26; 82%3?6; 8@3#78f%Md' P%26#! %6%?82, ": ! 8: 3U%=43%6: "318?%8938: ! 8! %318% #! 86%265#: <%18%"?<6: #V63#" : %21" 4@ %i>": 3#: 48%XT` %=#43%B#31%: "?76@ B"?C#: <%1" 4?2f%M&&/P(%01" 28%B"?C#: <%#: %18%6>6! 878%216?8! %18%2678% 28: 3#78: 3%265#: <U%i#7, @878: 3%23?#>3%5%318%: "%06>8%3"%06>8%>@622?" " 7% 2833#: <%4: 3#@6@%16; 8%#88: %<#; 8: %6>>#: 82f%M&' )P(

**O ga a -Re a ed Re ce**

**W A e a d Ne P ce** (% Z2% ?82, ": ! 8: 32% 23638% 6% , ?808?8: >8%Q"?B"?CKQ?" 7K1" 78U%3185%89, ?8228! %1"B%"?<6: #V63#" : 2% should "give or lend of care and communication gadgets" (71) and provide "adequate compensation and health care benefits" (73). "Returning 75%26@6?5%3" %32%"?#<#: 6@?638f%M&' dP%U%i #: >78628! %>" 7, 8: 263#" : w%M&&' P%U% "?%16; #: <%i"; 8?3#78%, 65w%MdP%B8?8%78: 3#" : 8! (%018%"?<6: #V63#" : %B62% 89, 8>38! %3"%i 216?8%318%>" 23%"0%8@>3?#>%=#@2%6: ! %#: 38?: 83%428f%M) nP% 6: ! %, ?"; #! 8%i 24=2#! #82%Q"?%8228: 3#6@2%82, 8>#6@5%?8@638! %3"%B"?Cf%MddP% 24>1%62%i>" 774: #>63#" : %6@' B6: >8f%ML' P(%T"?%31" 28%B1"%8: ! 8! %4, % B"?C#: <%": 2#38U%318%"?<6: #V63#" : %21" 4@ %i, ?"; #! 8%21433@8%28?; #>8%Q"?% its employees" (15) "to prevent [the] staff to be contaminated" (77).

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=42#: 822%, ?">82282U%6>C%"0%38>1: "@'<#>6@C: "BK1"BU%#7#38! %78: 36@ 186@1%, ?"<?672U%6: !% , ?"=@8763#>% , 8?Q"?76: >8% 7": #3"?#: <6: !% management made work dif cult. Based on these responses, it can =8%15, "3182#V8! %3163%, ?8K, 6: !87#>U%76: 5%"?<6: #V63#": 2%16; 8%: "3% undergone digital transformation which made it dif cult to transfer/ >": ; 8?3%, ?">82282%": @: 8%B18: %FGHIJK&L%23?4>C(%O142U%#3%Q"@"B8! % 3163%76: 5%87, @'5882%89, 8?#8: >8! %>16@8: <82%#: %898>43#: <%B"?C% seamlessly. In order to address this dif culty, organizations were hard , ?8228! %8"%"#<#3#V8%", 8?63#": 2%S4#>C@5(%\ ""8"; 8?U%76: 5%"?<6: #V63#": 2% 16!%: ""%387, @638%B18: %#3%>678%3"%"#7, @878: 3#: <%?87"38%"?%15=?#! % B"?C%6?76: <878: 32%M#(8(U%": 2#38%B"?C%6?76: <878: 3%B62%318%: "?7P(% O18?8Q"?8U%?78%86! 8?2%B8?8%4: !8?236: !6=@5%63%6%"22%B18: %3%>678%""% >"774: #>63#: <%: !%76: 6<#: <%8672%: !%8?Q"?76: >8(%F": 28S48: 3@5U% 31828?824@8! %#: %6: %4: >6@=#7638! %B"?C@'6! U%>"7, ?"7#28! %B"?CK@08% balance, and other challenges that af ected the employees' morale.

I: %31#2%234! 5U%318%>?#3#>6@?""@8%"0%86! 8?21#, %6@""%24?06>8! U%="31% 62%6%"="! 876: !%: !%?82"4?>8(%Y7, @'5882%: "38! %1"B#7, "?36: 3%#3#2% for leaders to be competent in two areas. The frst involves relating B#31%87, @'5882%#: %B652%3163%"774: #>638%28: 2#3#; #35%6: !%8?423U%42#: <% 6: %831#>2%"0%>6?8%6, , ?"6>1(%Z2%6?3#>4@638! %#: %234! #82%M\ >D4#?8%83%6@U% /' /&W%k"! !#: <2U%/' &)W%g6476: U%/' &&PU%6%>6?#: <%B"?C, @>8%#: ; "@, 82% @6! 8?2%B1"%"24, , "?3%318%B8@k=8#: <%: 88! 2%"0%318%?B"?CQ"?>8%=8-6428% 3185%4: !8?236: !%6: !%?82, 8>3%87, @'5882%#: !#; #! 46@35U%, 8?2": 6@ >#?>47236: >82U%6: !%?8@63#": 6@: 63478(%g5%6! ", 3#: <%6: %831#>2%"0%>6?8% 6, , ?"6>1U%86! 8?2%?"@87"! 8@?82, 8>3%Q"?"="4: !6?#82U%3?423# #: %318% 87, @'5882%#=#@35%"%28@K?8<4@638U%: !%167, #": %87, @'588%B8@k=8#: <(% O18%28>": !%?86%": >8?: 2%86! 8?21#, %2C#@2%B1#>1%21"B2%6%88! %Q"?% @6! 8?2%8"%=8%23?638<#>%31#: C8?2U%#78@5%?"=@87K2"@, 8?2U%6: !%4! #>#42% !8>#2#": K76C8?2U%82, 8>#6@5%! 4?#: <%4: >8?36#: %3#782(%O1828%6?8%318% 2678%=816; #"?2%6: !%2C#@2%1#<1@<138! %=5%F6?#: <6@KD"%6: !%"@86<482% M/' /&=P%": %>?#2#2% @6! 8?21#, %! 4?#: <%318%, 6: !87#>%62%87, @'5882%

identif ed the value behind leaders' capacity to 1) attend to the person M87, @'588P%=5%8: <6<#: <%#: %=816; #""?2%21"B#: <%>"7, 622#": %6: !%>6?8U% 6: !%/P%36C8%>16?<8%6: !%21"B%318%B65%Q"?B6?! %=5%=8#: <% , ?"6>3#: 8U% !8>#2#; 8U%6: !%2"@43#": 2K"?#8: 38! (%G; 8?6@%31828%3B"%"@6! 8?21#, %6?862% inf uence how job demands and resources are managed and made 6; 6#@6=@8%"%87, @'5882U%?82, 8>3#; 8@5(%

I: %38? 7 2%" 0- " =%?82" 4?>82%63%318%#: 3?6, 8?2": 6%#8; 8%#3%#2%>86?% 1"B%#: #3#63#; 82%3"%, ?" 7"38%186%1%6: !%B8%#8: <%6%#8; #638%086?2%6: !% ?828?; 63#" : 2%6=" 43%>": 3?6>3#: <%318%; #?42%82, 8>#6%5%0"?31"28%B1" % 16! %8"834?: %8"%" : 2#38%B" ?C(%F%86?%5%18% ?828: >8%"0%186%1%6: !%B8%# =8#: <%, "#>#82%6: !%#: #3#63#; 82%<6; 8%8 7, @'5882%18%6224?6: >8%163%18#?% ?82, 8>3#; 8%"?<6: #V63#" : 2%, 43%6%, ?8 7#4 7%" : %18#?%260835%B1#>1%# ?8>3%5% # 7, 6>32%18#?%6=#%35%8" % 8?0" ? 7%18#?%" =2(%G: >8%1#2%=62#-% 88! %8" %2365% 186%15%6: !%, ?"38>38! %B62%6! !?8228! %318%; 6%48%"0%>" 7 7 4: #>63#" : % 6: !%8: <6<8 7 8: 3%6>3#; #3#82%62%#: 38?, 8?2": 6%#82" 4?>82%>6 7 8%3" %318% 0"?8(%X 18: %6?804%5% 6: : 8! %6: !%898>438! %8" 7 7 4: #>63#" : % ?">82282% and channels can effectively bridge direct reports and management, 82, 8>#6%5%B18: %318?8%6?8%@>C! "B: 2%# 7, "28! %6: !%8 7, @'5882%6?8% B" ?C#: <%#: % 6?#" 42%#>63#" : 2(%YS46%5%# 7, "36: 3%# "38%#2%18%06>3%163% "?<6: #V63#" : 2%>6: : "3%2# 7, %5%?8%5%" : %; #?346%0"? 7 2%" 0%>" 7 7 4: #>63#" : % 3"%" !%318%" =%B18: %318?8%6?8%"318?%#22482%163%, ?8; 8: 3%7 69# 7#V63#" : % of the platform: poor internet connection, lack of money to finance ?8%6=#% X#KT#%6: !% 6>C" "0%38>1: " @' <#>6% C: "BK1" B(% Z@%" %2" 7 8% 8 7, @'5882% 428%; #?346% 7 86: 2" "0%>" 7 7 4: #>63#" : %3"%">": 3?"% 6: !+ "%? 7#>?" 7 6: 6<8%>"%86<482%" ?%! #?8>3%?8, "?32%B" ?C%1" 4?2(%X" ?28% 8 7, @'5882%16; 8%?6#28! %>": >8?: 2%1" B%" : @: 8%>" 7 7 4: #>63#" : %8>6 7 8% , 4: #3#; 8%B18: % "318?2%8: >?"6>1%" : %, 8?2": 6%1" 4?2% B88C8: ! 2%" ?% ; 6>63#" : 2(%T4?318?%" : @: 8%>" 7 7 4: #>63#" : %62%7 86: 2%3"%" : : 8>3%B#31% "318?2%" : %6% 8?2": 6%#8; 8%#8>" 7 82% ?" =8 7 63#>%B18: %>": 0?": 38! %B#31% 6%1 86; 5%B" ?C@' 6! %163%86; 82%#33%8%?" 7 %?"%#: 0"? 7 6%8: <6<8 7 8: 32% "?% 2">#6%6>3#; #3#82(%Y 7, @'5882%8: <6<8 7 8: 3%82, 8>#6%5% 4?#: <%# 2?4, 3#" : 2% and crises situations, should never be sacrificed or overlooked because #3%>6: %18%, %B" ?C8?2%088%>": : 8>38! %: "3%" : %5%3" %86>1%"318?%=43%6%2" %3" % 318#?%" ?<6: #V63#" : 2(%Y: <6<8 7 8: 3%6>3#; #3#82%>6: %0"238?%6 7" : <% "318?2% " , , "?34: #3#82%" %7 6#: 36#: %6: !%4#% 23?" : <8?%8%63#" : 21#, 2%>?" 22%8; 8%2% #: %18%" ?<6: #V63#" : 2(%Z 7" : <% 88?2%?"%#: 236: >8%8: <6<8 7 8: 3%: #3#63#; 82% >6: %23?8: <318: %8 7, @'5882%088%>: <2" "0%=8#: <%24, , "?38! (%D8: 8?6%5% def ned, social support in the workplace refers to the employee's belief

F": 28S48: 3eU% B"?C+362CK6: !K"?<6: #V63#: K?8e638! % ?82" 4?>82% : 88! % 3" % =8% 6; 6#e6=e8% 6: ! % 6>>822#=#8% 3" % 06>#e#3638% =8338?% 8 7 , @' 588% , 8?0" ? 7 6: >8% 8; 8: % 4: ! 8?%; 6?#6=e8% >": ! #3#": 2(% 1: % 31#2% 234! 5U% #3% B62% 8; #! 8: 3% 3163% ?82, " : ! 8: 32% ?8e#8! % " : % 318#?% " ?<6: #V63#": 2% 3" % : " 3" % : e% , ?"; #! 8e 18e " " e% " % 6??5% ' 43e 18#?e 62C2%=43% e " % ?8638% : ! % 7 , e 7 8: 3% , " e#>82% 6: ! % 23?638<#82% 3163% >6: % 18e , % 7 6C8% B"?C#: <% >": ! #3#": 2% 06; " ?6=e8(% 01828% ?82" 4?>82U%B1#>1% 6?8% 8938?: 6e% " % 318% 8 7 , @' 5882% 6: ! % e?<8e% , ?"; #! 8! % =5% " ?<6: #V63#": 2U% 18e , % 318% 0" ? 7 8?% 088e% 3163% 318#?% : 88! 2% : ! % " : >8?: 2% 6?8% 8>" <: #V8! % 6: ! % 6>38! % 4, " : (% Z; 6#e6=#e#35% " 0% 6: ! % 6>>822#=#e#35% " % 24>1e 82" 4?>82% 6: % 23?8: <318: % 18% 6?3: 8?21# , % =83B88: % 8 7 , @' 5882% 6: ! % " ?<6: #V63#": 2% =8>6428% B"?C+362CK6: ! K"?<6: #V63#": % ?8e638! % 82" 4?>82% =8>" 7 8% " : >?838% 7 6: #082363#": 2% ' 0% 1 " B% eB"?C, e6>8% >6?82% 0" ?% #32% B"?C0" ?>8U%B18318?% 31828% >" 7 8% #: % 318% 0" ? 7 % " 0% 2# 7 , e8% 38>1: " @' <#>6e% " " e% " % 8; #8B% : ! % 7 " ! 8?: #V63#": % ' 0% =42#: 822% ?" >82282U% 3?6#: #: <%, ?" <?6 7 2% 3" % >6, 6>#3638% 8 7 , @' 5882% 6e% 318%B65% 3" % #: #3#63#; 82% 3163% 6# 7 % 3" % 24, , " ?3% 7 8: 36e% 186e% 1% 6: ! % B8e% =8#: <(% R6: ! 8 7 #>% " ?% : " 3U% #3#2# 7 , 8?63#; 8% 0" ?% " ?<6: #V63#": 2% 3" % , 8?#! #>6e% 5% ?8; #8B% , " e#>82% 6: ! % 23?638<#82% " % 8: 24?8% 318% " ?<6: #V63#": % #2% , 8?63#: <#23?638<#>6e% 5U% 6>3#: <% , ?" 6>3#; 8e% 6: ! % " 3% 286>3#; 8e% (%

Overall, findings from this study suggest that job demands, B18318?% #: 38?: 6e% " ?% 8938?: 6e% 3" % 8 7 , @' 5882U% : 8<63#; 8e% # 7 , 6>3% 318#?% 7 8: 36e% 186e% 1% 6: ! % B8e% =8#: <(% X 18: % " =% ! 8 7 6: ! 2% 6?8% 4: 6! ! ?8228! % and/or become chronic, employees find it increasingly difficult not " : e% 8" % 7 6: 6<8% 318#?% ?" ! 4>3#; #35% =43% 6e% " % 8" % 28e638% 7 86: #: <04e% 5%B#31% " 318?2% M#(8U% 06 7 #e% 7 8 7 =8?2% 6: ! % >" e86<482P(% % J #2?4, 3#": 2% #: % 318#?% 6=#e#35% 3" % 0" >42U% ! 8e#; 8?% " 43, 432U% 6: ! % >" 7 7 4: #>638% 6: ! % >" e6=" ?638% effectively tend to give rise to feelings of frustration, demotivation, 6: ! % 8916423#": (% 018?80" ?8U#3% #2# 7 , 8?63#; 8% 3163% " =% ?82" 4?>82% 36?<83% these demands in a specific way. Results of this study point to how -" =% ?82" 4?>82% M#(8U% 38>1: " @' <#>6e% 24, , " ?3U% 8: <6<8 7 8: 3% 6>3#; #3#82U% >" 7 , 838: 3% e86! 8?21# , U% ?82, " : 2#; 8% , " e#>82% 6: ! % , ?" <?6 7 2U% 83>P% 2e% 28 7 " 5(% )-(?2?4, 3(?8: 24(? 7 #! 2>82% ?



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## **P ac ca I ca**

The large-scale effect of the pandemic, though predominantly  
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6>>822%B8?8%6=8%3''', 6?3#>#, 638U%# 7 #3#: <%, 6?3#>#, 63#'' : (%m2#: <%"318?% ! 636%>"@8>3#'' : %7831" ! 2%24>1%62%, 8: %6: ! %, 6, 8?%24?; 852%>6: %=8%428! % 3''#% : >@4! 8%31"28%B#31"43#%: 38?: 83%6>>822(%H#7346@6: ! %#: K, 8?2'' : %Q">42% <?'4, %! #2>422#'' : 2%MTDJ 2P%>6: %6@2''%=8%89, @'?8! %3''%8: 6=8%6: %#: K! 8, 31% 896 7 #: 63#'' : %'0%18%89, 8?#8: >82(%T# : 6@5U%24>>88! #: <%234! #82%7 65%6! ", 3% 6%@' : <#34! #: 6@%! 82#<: %3''%6@' B%?8286?>18?2%3''%6@2''%8; 6@4638%3# 7 8# : 822% and ef ectiveness of the resources provided to address employee >' : >8?: 2(%

## C c

O1#2%234! 5%43#=#V8! %18%NJ KO%18" ?5%62%#32%?6 78B" ?C%# %: ; 823#<638% 318%-''=#! 8 7 6: ! 2%6: ! %?82"4?>82%"0T#=#, #: ''%8 7, @'5882%'' : 8%586?%#: 3''% 318%FGHIJK&L%, 6: ! 8 7 #>(%O824@32%?8; 86@8! %1" BU%#: %3# 782%"0%>?#2#2U% -''=#! 8 7 6: ! 2%, "28%28?#"42%31?8632%3''% 8 7, @'5882A% B8@K=8#: <6: ! % , ?" ! 4>3#; #35(%O1#2#2%3?48%B18: %''?<6: #V63#'' : 2%6! ", 3%6%?86>3#; 8%236: >8% - merely troubleshooting or of ering "band-aid" resources when more 36?<838! %6: ! %: 88! 2K=628! %' : 82%6?8%?8S4#?8! (%O18?80"?8U%236C81"@ 8?2% 6?8%8: -''#: 8! %3''%>"@6="?638%3''%8: 24?8%3163%8 7, @'5882N%89, 8?#8: >82%6?8% 4: ! 8?23''" ! U%16@8: <82%7 6: 6<8! U%6: ! % " 38: 3#6@2#2C2%6?8%7 #3#<638! (

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Clarke, V., Braun, V., & Hayfeld, N. (2015). Thematic analysis. In  
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