



Health, productivity and wellbeing of hybrid work

Dr Shilpa sandhu¹, Bhavisha Jain²

-Assistant professor
-21BBAR0128 6th sem

ABSTRACT :

A hybrid work environment enables employees to have a combination of working from home and the office. The intention of this paper is to investigate and provide a comparison between hybrid work and in-office work environments. As researchers indicate, WFH has a positive impact on employee productivity and well-being. To provide a deep understanding, an empirical survey was conducted on 95 United Emirates workers. The key findings of this survey illustrate that WFH has both positive and negative impacts on workers. The participants record positive experiences with WFH, including flexibility, increased efficiency, improved work-life balance, and better focus. However, the study revealed that some participants recorded various challenges, such as lack of social interaction, increased output expectations, and long working hours, which were obstructions to their participation in WFH. The findings from this research aid in understanding the benefits and challenges of WFH and inform organizations on the best approach to follow when instituting a hybrid work environment within their workforce. Hybrid work provides opportunities, but also generates difficulties and there is a need to ensure the well-being of healthcare workers, especially in the context of leadership strategies.

Keywords: Hybrid work, employee performance, physical and mental effects, employee wellbeing and work system.

Introduction :

The emergence of the COVID-19 pandemic at the beginning of the year 2020 compelled many businesses around the globe to implement remote work policies to comply with social distancing guidelines and ensure the safety of their employees. This abrupt transition to remote work highlighted the significance of speedy technology and digital connectivity in contemporary workplaces. As a result, numerous businesses have accelerated their digital transformation initiatives by investing in technologies that facilitate remote collaboration and communication. However, after more than a year of remote work, many organizations are investigating a hybrid work system that incorporates remote work with office-based work. This new way of working provides employees with greater flexibility and autonomy over their work schedules, while enabling businesses to maintain a physical office presence and foster collaboration and creativity. In addition, the global efficacy of hybrid working has been increasingly acknowledged, with many companies reporting increased productivity and employee satisfaction, as well as cost savings from reduced office space and travel costs. As a result, hybrid work is anticipated to become the new norm in the post-pandemic era, with an increasing number of businesses adopting this flexible and productive method of employment. This study aims to determine the bodily and psychological impacts of working in a hybrid workplace on an employee's well-being and output. This study concludes by endorsing appropriate suggestions to improve employee efficiency and welfare in a hybrid work system. (*Proceedings of the 6th European Conference on Industrial Engineering and Operations Management Lisbon, Portugal, July 18-20, 2023*)

This paper expands on the author's previous publication in the GiLE4Youth Conference Proceedings (Franzen-Waschke, 2011), namely, how the pandemic impacted engagement and well-being for leaders and the workforce while working from home during the Covid-19 pandemic in 2020. This paper touches on how controversially the return to normal office scenarios was discussed in the first half of 2021 by both the workforce and employers.

Different stakeholders with different needs and interests perceive how and from where work in the office can be done in different ways. The focus of this paper will be on the role of coaching and how coaching and facilitated conversations could help leaders and the workforce of the 2020s to transition with less opposition into the new work era.

Additionally, this paper will explore how to maintain and re-establish well-being and engagement in contemporary work environments by building on existing and obtaining new knowledge and skills in those fields. This paper will end with a recommendation for future research to be conducted to produce more reliable data to underpin the positive effects coaching and facilitated conversations can have on leaders and their workforces in the corporate world.

Pros of Hybrid Work model

1. Cost saving- Hybrid work model contributes towards cost saving for both employer and employee. Employers save money as they save on power consumption, cleanliness of workplace, printing, snacks, tea, water, parking and other miscellaneous cost. Employees save on travel time and cost, food and other costs which is associated with daily office reporting.

2. Increased employee efficiency and productivity- Hybrid work model helps in increased employee efficiency and productivity. Employees are not forced to come to the office from 9am to 5 pm so they are relaxed, and they save time commuting. The time saved as well as working in a comfortable environment of their choice helps in increased happiness and thinking ability. The employees can perform much better, and their efficiency level has also increased. Most of the organizations worldwide are reporting that remote work has increased the efficiency and performance of the employees by up to 30%.
3. Effective recruitment tool- Hybrid work model can work as an effective recruitment tool as remote work gives the liberty of involving and recruiting best employees the world over. The best talent can be hired as it is not restricted to one place. This helps with better performance and gaining competitive advantage.
4. Since employees are remote working then they hardly come in contact with other employees. This helps in maintaining social distancing and also helps in stopping COVID- 19 which is the need of the hour. Since employees are healthy, they can give their best and can help the organization to grow further. Employee's safety- Hybrid work model increases employee's safety from COVID- 19 infection.

Cons of Hybrid Work Model

1. Teamwork affected- In Hybrid work model teamwork is the greatest challenge. In remote work solo work is not a challenge but when it comes to group work where employees have to work in a team, it creates a challenge. In physical office setup coordination between various team members and communication becomes easy but in remote work communication and coordination becomes a problem. This arrangement can affect the work.
2. Reduced Employee engagement- In Hybrid work model employee engagement is affected badly. Employees don't see each other. In case of any problem faced by them it becomes very difficult to sort it out virtually. Remote work become very boring at some stage, communication become very less and people start getting frustrated and cannot concentrate and results in employee disengagement.
3. Tools not up to date- In Hybrid work model the greatest challenge is remote tools not UpToDate. Due to poor tools remote work becomes very difficult to handle. Most of the time employees face connectivity or internet issue because of which work gets hampered. This leads to pending work, poor communication and performance and efficiency being affected.
4. Reduced employee visibility- In Hybrid work model employee visibility becomes a problem. Due to remote work most of the employees and managers don't keep a track of what the other employee is actually doing. This creates a kind of problem as the management is not aware of the employee's progress. This situation creates an impact on employee performance appraisal, career development and promotion. From the above discussion it can be seen that irrespective of the fact that Hybrid work model has certain cons but given the pros it can be safely concluded that Hybrid work model is here to stay as long as COVID-19 is there and beyond as well. It is mandatory for Organizations to accept the Hybrid work model for a better and efficient workplace.

Objectives :

This research paper aims to provide a comprehensive comprehension of the physical and mental effects of working in a hybrid work environment on an employee's health and productivity. This report intends to propose solutions/safe ergonomics practices to enhance the productivity and well-being of hybrid work system employees. It is intended to increase the dependability of hybrid work systems by proposing suitable remote monitoring tools and implementing administrative controls.

According to the research findings, although all correlations between the chosen variables were significant, well-being is mainly explained by the adaptability cluster, which is connected with patient orientation, a proactive approach to changes and promoting organisational learning. As a contribution to existing knowledge, we propose an empirically verified model of healthcare leadership strategies essential to hybrid employees' well-being. To the authors' knowledge, such models are theoretical or devoted to the stationary work of healthcare providers. The findings and proposed model bring practical implications for healthcare management development, indicating which competencies and managerial behaviours are worth improving in the face of post-pandemic challenges in maintaining the well-being and high productivity of employees. To present the research findings and their relevance, the paper covers following sections: theoretical framework based on the job demands-resources (JD-R) model, a literature review analysing the well-being of healthcare providers from the perspective of affective components (relevant while performing emotional labour) and finally the leadership strategies and models applicable to the healthcare context and connected with the well-being of employees. The theoretical part of the article is concluded with hypotheses, which are then verified in the empirical section, presenting the research design, sample, research procedure, the performed statistical analyses and the obtained results. In the discussion, we point out the importance of the chosen leadership strategies and competences, and explain why adaptability turns out to be the most important cluster of leadership strategies in the context of increasing the well-being of remote and hybrid healthcare specialists. The discussion culminates in the proposal of a leadership strategies and competencies model, which can be practically used in training healthcare managers, as well as improving the management practices aimed at enhancing hybrid employees' well-being.

Literature review :

Another study in 2011 suggests that while a hybrid work environment can be physically better for employees who are capable to rearrange their own schedule, work environment and even the timings through which they are working, the same can also be damaging to the employees' mental wellbeing than actually helping them balance between work and life (Anjala 2018). In 2015, a study investigated the psychological workload of some of the employees working within hybrid work, where the results indicate that as individuals work more, the complexity of work increases, which in turn involves more subconscious tasks being added to the employee's schedule. While the employees are given the freedom and flexibility to work, the decision and coordination of time itself can be challenging and mentally harming to the individuals, especially when considering how to balance between working from home and the office. Nonetheless, hybrid employees are often isolated from actual physical contact with their peers which can result in several psychological and mental impacts on their overall wellbeing as well as their communication with their peers not just in work but also in society (Borman and Motowidlo 2014). A further study suggests that there is a challenge with regard to hybrid work that arises from the risk of potential presenteeism. In fact, hybrid workers are often put under the scope to prove to their peers and subordinates that they are not taking advantage of working from home.

Workforce productivity and well-being are two main work outcomes studied to evaluate remote work setup, because there are employer concerns about not being able to control workers and ensure their performance when they are out of sign and historically limited data on how homeworking could influence job outcomes. According to PwC's US Remote Work Survey employers consider the main role of the office to be for increasing workers productivity (PwC's US Remote Work Survey, 2020). This is a belief that may change in the future based on experience during COVID-19 pandemic restrictions, which is showing promising data about being able to maintain productivity at the same level or even increase it while working from home (PwC's US Remote Work Survey, 2020, Wang et al, 2020, Ford et al, 2020). Well-being is an important outcome of hybrid work because there are data showing threats to employees well-being related to remote working, for example - as a result of more intensified working there can be greater risk of burnout and social isolation may lead to decrease of motivation and mental health issues which may negatively influence workers ability to perform. Since the jobs which can be done from home are a significant part of economics it is important to understand how the new work conditions influence job outcomes. Increase in productivity in this segment may partially offset economic decline related to COVID-19 pandemic limitations and therefore it would be very important to understand what is required to maximize workforce productivity of white-collar workers.

Individual and organization performance in hybrid working before and after COVID-19 pandemic

In general it is observed that workforce productivity during COVID-19 pandemic period tends not to change or increase and it is related to flexibility of working time and reduced commuting time, increase in productivity may be associated with decline in well-being and higher risk of burnout (Dahik et al, 2020, Ford et al, Forsgren, 2020, Susilo, 2020, Wang et al, 2020). There is group of studies also demonstrating decreased workforce productivity in hybrid working during COVID-19 pandemic (Bao et al, 2020, Ralph et al, 2020) and main challenges associated with decreased workers productivity were more difficulties to collaborate on big projects, disaster preparedness, fear related to the pandemic and home office ergonomics.

In a large quantitative study before COVID-19 pandemics it was shown that telework is affecting employee task related productivity in a negative way, negative effect increases by the telework frequency (Lippe et al, 2020) and it also negatively affects the team performance rated by managers. Limitation of the study is that it was conducted in 2015, when frequent teleworking was rare and was limited to maximum 1 day per week and companies have not adapted to support those who work from home. Currently we have the possibility to explore situations when many organizations are working in a telework setup and have adapted many strategies to make it more successful.

Mentioned research is done mainly in the IT industry probably because it is easier to measure workers productivity there. There is limited data about worker productivity during COVID-19 pandemic in other industries therefore we aim to include it in our study both organizations from IT and other industries to gain additional data about workers productivity among different industries occupying white collar workers.

Existing knowledge on working remotely or teleworking may need to be tested and revised during COVID-19 situation, because it is mainly studied in circumstances when it was relatively infrequent and was considered only by some individuals, not whole organization employees or in conditions when there were social distancing measures implemented and companies were forced to change to working from office to working remotely without possibility of adaptation. There might be differences in individual and collective outcomes between those who work remotely infrequently and those who work extensively and for longer time (Bailey and Kurland, 2002, Wang et al, 2020). Also study results previously may be biased because individuals who choose to telework may report better productivity and satisfaction and tend not to raise difficulties, therefore previously shown benefits of remote working may be true only for those who are interested in being able to engage in remote working (Kaduk et al, 2019). It would be important to assess workers productivity and well-being in the current setting, when everyone is forced to work remotely together with other family members, children, no social activities and limited communication.

Intensive work activities in an unorganized work environment induce poor indoor air quality that affects employees' well-being, health and satisfaction level heavily. This poor environmental condition, connected with room temperature, increases sick building (SBS) prevalence among employees compared to outdoor pollution. During poor IAQ exposure, studies have shown that if 90% of the operational cost depends directly on occupant performance, the overall productivity will decrease by 11% (Mansor 2020). On the other hand, intellectual and emotional well-being is associated with interior design and nature interaction. The interior design depends on several environmental factors that affect the Employee's well-being such as office view, interior color, indoor lighting, Personal Control, work flexibility, workstation adjustability, etc. Office view impacts significantly occupant's emotional state and studies have proven that a greater greenish natural office view increases the occupant's satisfaction and comfort level and assists with stress control as

well. Likewise, interior color influences employee's psychological behavior, by stimulating their emotional state, performance, creativity, and individual comfort. Theoretical Framework and Literature Review The authors have chosen the job demands–resources (JD-R) model as a theoretical framework. It postulates a relationship between job demands (the level of job content risks) and job resources (personal and organisational factors allowing workers to cope with job demands), with consequences for the health and well-being of employees, as well as for management practices. Leaders' behavioural strategies can be regarded as organisational resources that influence the ways in which employees deal with job challenges, thus achieving a higher level of well-being. Other conceptualisations present leadership strategies as an independent factor that affects both resources and demands [28], and therefore leadership effectiveness is a valuable variable to explain the well-being of healthcare workers. The model has already been used by other researchers to assess the relationship between leadership in healthcare and the level of psychological well-being [29]; it therefore seems to be an appropriate theoretical framework.

The physical effects of traditional office work are well-documented, and long seating and lack of physical activity can result in a variety of health issues. Nevertheless, the hybrid work system, which incorporates office-based and remote work, can mitigate some of these negative effects. For instance, employees can use the time saved on commuting to engage in physical activity, such as walking or attending a fitness class. This can assist in reducing the risk of musculoskeletal disorders and related health issues. The office environment can also have a significant effect on the mental health of employees.

However, the hybrid work system can give employees a higher sense of control over their work-life balance, thereby reducing tension and anxiety (LePine et al. 2005). In addition, remote work can provide a tranquil and more suitable work environment, which can aid in reducing distractions and enhancing concentration. Well-being and occupation safety at home. Well-being needs to be prioritized in remote work (ILO, 2020) and in hybrid work as well. Specific attention needs to be on preventing loneliness and feeling of social isolation, work-life balance. Managing balance between work and personal life is one of core challenges both for individuals and organizations since changes in work life balance in favor of work may lead to higher burnout ratios and decreased employee engagement and productivity (Gigauri, 2020). COVID-19 social limitations impact on work-life balance and well-being of employees is negative early research into the health impacts of lockdown including findings of fatigue, musculoskeletal conditions, poor work life balance, reduced exercise and increased alcohol consumption, increased sleepiness and depression, hormonal imbalances, increased frequency of pain in different anatomical locations. In relation to mental health, employees were reporting reduced motivation, loss of purpose and motivation, anxiety and isolation (Coronavirus (COVID-19): Mental health support for employees, 2020, Majumdar et al, 2020).

Well-being and occupation safety at home. Well-being needs to be prioritized in remote work (ILO, 2020) and in hybrid work as well. Specific attention needs to be on preventing loneliness and feeling of social isolation, work-life balance. Managing balance between work and personal life is one of core challenges both for individuals and organizations since changes in work life balance in favor of work may lead to higher burnout ratios and decreased employee engagement and productivity (Gigauri, 2020). COVID-19 social limitations impact on work-life balance and well-being of employees is negative early research into the health impacts of lockdown including findings of fatigue, musculoskeletal conditions, poor work life balance, reduced exercise and increased alcohol consumption, increased sleepiness and depression, hormonal imbalances, increased frequency of pain in different anatomical locations. In relation to mental health, employees were reporting reduced motivation, loss of purpose and motivation, anxiety and isolation (Coronavirus (COVID-19): Mental health support for employees, 2020, Majumdar et al, 2020).

Data Collection :

The data for this research was conducted utilizing a qualitative approach. The data collection process for this research began with the development of the survey conducted on 95 United Emirates workers. The study was conducted to provide insights into the work environment, job satisfaction, and the overall well-being of the workers. All questions were redesigned to assess the workers' experiences and opinions. All 16 questions asked by the researchers were carefully crafted to ensure that all information collected was relevant to the research goals. Some questions were designed with follow-up questions in which respondents were asked to comment if the question was relevant to their situation.

Additionally, the survey was designed to be anonymous to ensure that the workers felt comfortable providing honest responses. The survey was conducted via (period and mode utilized to conduct the study). After the survey was closed, the data were analyzed using graphs and percentages statistically, and significant correlations were identified. This research will utilize techniques such as bow-tie to discuss the results of the survey and make concise conclusions.

Results and Discussion :

The following numerical and graphical results were obtained from analysis of the results from the survey.

Numerical Results :

the participants of this study were above 18 years, and this is represented by the 100% response to the first question of the study. The majority of the respondents, 58%, reported working from home after the pandemic, while the rest had no experience with WFH. One of the themes that presents itself during this analysis is that prior experiences with WFH have an impact on worker participation. Based on participant responses, the analysis of this data revealed that 10% of the participants were working from home full-time, which impacted their decision to continue to work from home after the crisis had declined. After the pandemic, the stringent regulations applied, especially social distancing, became more relaxed, enabling some workers to resume normal working schedules, which is illustrated by 47% of the participants. These participants recorded that they resumed normal working schedules after the pandemic, although they participated in WFH during

this crisis. However, the percentages of the participants who opted to engage in WFH out of their volition were similar to those who opted not to due to lack of organizational mandate, highlighting that factors such as personal attitudes and organizational mandates have a crucial role in worker engagement with WFH. Generally, the sample chosen for this research had varying exposure to a hybrid work environment.

Additionally, the findings from this study revealed that the experiences of workers with WFH varied. The data from the respondents were analyzed using sentiment analysis to provide insights into the experiences of these workers. From the analysis, it is evident that the majority of the participants had a positive experience with WFH, while a few had negative or neutral responses. One of the participants referred to their experience as excellent, while another said it was relatively great despite communication challenges.

Therefore, WFH is associated with good experiences, although it is associated with concerns, such as reduced communication skills and challenges with managing tasks. Furthermore, the majority of the respondents (68%) agree that they are working fewer hours than normal, and 58% agree that they are getting more work done than normal. However, 68% of the participants record that their work is more demanding than normal. All participants also appear to be feeling effectively prepared for WFH and believe they can maintain a good relationship with colleagues or classmates while working remotely.

Generally, this demographic had different experiences with a hybrid work environment that may influence the perceived benefits associated with this environment.

The research also identified several factors that lacked an obstruction impact on WFH. The respondents disagreed with the majority of these prompts, including fear of adequate capacity to perform specific tasks, increased computer interactions, inhibition of normal routine due to increased effort required, and lack of quality working environment at home. Additionally, 74% disagreed that they feared that is not enough work they could effectively tackle at home, and 68% disagreed that the tasks tackled in this environment were not as interesting as those in normal work environments. Furthermore, 84% highlighted that there was no company financial strain with their participation in WFH and lack of desire to leave the house. Other non-factors include missing work benefits, working alone, distractions in this environment, access to documents, and lack of knowledge on which tasks to undertake. Generally, there are various factors that fail to limit participation in WFH.

Methodology :

The methodology for this research project was qualitative in nature, utilizing surveys as the primary data collection method. This method was chosen due to its adequate exploration of the perspectives and experiences of respondents, leading to a comprehensive and nuanced comprehension of the physical and mental effects of working in a hybrid work environment on an employee's health and productivity. A purposive sample of 95 female and male United Emirates workers from different socioeconomic backgrounds was chosen for this study. The sample size was selected to ensure a diverse representation of gender, socioeconomic status, cognitive abilities, and perceptions. Participants were recruited through (include mode of recruitment). Prior to the conduction of the survey selected respondents were informed of the aim of the research and consent was acquired before they were allowed to respond to the survey. The data collected from these participants was analyzed using graphs, percentages, and tables. Additionally, the bow-tie diagram was utilized to analyze results for a coherent discussion of these research outcomes.

We found a statistically significant relationship between working from home frequency and productivity. The highest productivity was observed in workers, who were working from home 5 days 27 per week, followed by a group, which worked 3-4 days a week and 2 days. It is different from our assumptions in hypothesis 1, therefore hypothesis 1 is partially supported. There was no statistically significant relationship between well-being and number of days working from home, H1a was not supported, please see regression analysis data on well-being in Appendix E and in section 4.6. Findings on well-being. Frequency of working days at office was correlated positively with employee satisfaction with current work setup, highest value of satisfaction was seen for 5 days working from home.

Recommendation :

In a hybrid work system, the following suggestions and ergonomics techniques are recommended to boost worker output and wellbeing:

1. Create a dedicated workspace in your house, away from your personal living spaces, ideally with an ergonomic desk and chair.
2. Encourage workers to take periodic breaks during the workday to stretch, go for a stroll, or do other physical activities.

3. To lessen the chance of pain or harm, give workers access to ergonomic tools like adjustable desks, chairs, and keyboards.
4. To assist staff in balancing their job and personal lives, think about implementing flexible schedules or giving them more freedom during working hours.
5. To promote a sense of community and prevent feelings of isolation, encourage open communication and cooperation between team members who work remotely and those who work in an office.
6. Encourage regular social interactions between coworkers by hosting in-person or online meetings, as appropriate.
7. Provide tools for managing tension and maintaining mental health for workers, such as access to counseling services or wellness initiatives.
8. Inform staff members of the value of good posture, frequent breaks, and avoiding prolonged standing or sitting.
9. Consider giving staff members a budget or stipend for home office supplies or other resources to support their comfort and efficiency.
10. Conduct regular evaluations of staff productivity and well-being to spot problem areas and modify practices.

Conclusion :

Recently, the world experienced a situation where they had to find another way to work within their houses. Businesses were closed for weeks until they prepared applications to overcome the loss and continue their productivity. Working from home was the only solution at that time and many facilities were capable of performing their daily tasks gradually till the end of the pandemic. The results of working from home were surprising as many businesses developed financially, in addition to increased employee productivity and satisfaction level. Nowadays, some facilities offer a hybrid work environment strategy, as it provides more flexibility, and increases employee performance and well-being. In addition, employees experience fewer distractions and stress-triggering factors in a hybrid work environment. This study suggested several methods to enhance employee well-being for UAE employees. The results showed that working from home does not differ from the office work environment, considering their task load and work shifts. In fact, 58% agreed that they perform better with higher productivity than in the office work environment due to the absence of interruptions and other office distractions by 84%. Although communication among work colleagues was lower, 95% of the participants preferred working from home as they benefit from transportation time and organize their breaks with lower management supervision. To conclude, a Hybrid work environment offers many benefits for employees and employers as work can be continued and tasks can be performed while workers are enjoying their cups of coffee inside their homes.

REFERENCES

1. Blehm, C., Vishnu, S., Khattak, A., Mitra, S., and Yee, R., Computer vision syndrome: a review. *Survey of ophthalmology*, vol.50, no.3, pp.253-262, 2005. Boegheim, B., Appel-Meulenbroek, R., Yang, D., and Loomans, M., Indoor Environmental Quality (IEQ) in the home workplace in relation to mental well-being. *Facilities*, 40(15/16), 125–140., 2005. Available: <https://doi.org/10.1108/f-05-2022-0070>
2. Hadley, C., Marks, B., and Wright, S. Research: How coworking spaces impact employee well-being. *Harvard Business Review*. Available: <https://hbr.org/2023/02/research-how-coworking-spaces-impact-employee-well-being>, Accessed on March 19, 2023 Innstrand,
3. S. T., Christensen, M., Grødal, K., and Banks, C., Within- and between-person changes in work practice and experiences due to covid-19: Lessons learned from employees working from home, hybrid working, and working at the office. *Frontiers in Psychology*, 13, 2020. <https://doi.org/10.3389/fpsyg.2022.948516>
4. Hadley, C., Marks, B., and Wright, S. Research: How coworking spaces impact employee well-being. *Harvard Business Review*. Available: <https://hbr.org/2023/02/research-how-coworking-spaces-impact-employee-well-being>, Accessed on March 19, 2023 Innstrand,
5. S. T., Christensen, M., Grødal, K., and Banks, C., Within- and between-person changes in work practice and experiences due to covid-19: Lessons learned from employees working from home, hybrid working, and working at the office. *Frontiers in Psychology*, 13, 2020. <https://doi.org/10.3389/fpsyg.2022.948516>
6. Mansor, R. and Sheau-Ting, L. "Criteria for Occupant Well-Being: A Qualitative Study of Malaysian Office Buildings." *Shibboleth Authentication Request*, Faculty of Built Environment and Surveying, Universiti Teknologi Malaysia, Johor Bahru, Available: <https://www.sciencedirect.com.libconnect.ku.ac.ae/science/article/pii/S0360132320307332?via%3Dihub>, Accessed on March 22, 2023 Maslach, C., and Jackson, S., The measurement of experienced burnout. *Journal of occupational behaviour*, vol.2, no.2, pp.99-113, 1981. Mehta, R., and Agnew, M., Influence of musculoskeletal discomfort on mental workload during a reach and grasp task, *International journal of industrial ergonomics*, vol.42, no.1, pp.116-120, 2012.