

Role of Manager in Managing Mental Health and Psychological safety

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Abstract

Today world need peace, harmony, love and respect. Employee in the organization look out for mental peace and psychological safety. The paper is based on secondary data. The study is confined only to Mental Health and Psychological safety. The manager plays a vital in making or breaking the employee mental peace and psychological safety. Building the employee confidence is possible only with the help of manager. Employee mental peace and psychological safety is directly or indirectly associated with manager.

KEY WORDS: *Mental Health, Psychological safety, peace, harmony and manager.*

It is found that employee leaves the Manager not the company. So focusing on Manager interpersonal relationship skill development will lead to cordial relationship with the employees, which greatly influences the development of peaceful working Environment.

Supervisor According to Evans (1993, p. 112), a supervisor is defined as “a member of the most junior level of management in the organization.” According to Heery and Noon (2001, p. 355), a supervisor is defined as “a front-line manager who is responsible for the supervision of employees”. Nel et al. (2004, p. 453) consider supervisors to be those employees that “control the activities of lower-level employees”.

Employee are emotionally attached with the job, when manager and team mismatch of the employee expectation and the job, unhappiness in the job, very low interpersonal relationship, and stress associated with job, very low work life balance, inequity, poor relationship with co-workers and supervisors. (Atchley, 1996, Anderson, 2005, Capelli and Hamori, 2006).

According to studies conducted by Hay Group, the cost of attrition of an employee can be higher than apparent. Cost for a manager is about 18 months of his salary and for hourly workers it is about half year's salary. These costs include only direct replacement cost and not the indirect ones. The cost incurred on employee turnover are direct costs and indirect cost such as morale, pressure on remaining employees, cost of learning product or service quality, etc. These costs can also be classified as hard costs or soft costs. Some of the hard costs are:

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Wages of employee who is leaving

Cost of advertising

Cost of benefits of departing employee

Employees supervisor/manager pay rate

Administrative staff pays for setting up communication system, adding new employees to HR system, making ID cards.

Co-workers pay rate

Reference checking

Orientation and on the job training cost such as cost of training material and value of trainer's time

Recruitment cost such as time spent on sourcing, recruitment, selection, travel expenses etc.

LITERATURE REVIEW

Yutiandry Rivai (2025), in this paper author explains about employee engagement is deeply rooted in emotional connection, recognition, meaningful work, and supportive leadership. for HR and management the engagement strategies should prioritize emotional connection, purpose, recognition, and leadership development. Top-down engagement initiatives must be supplemented with authentic two-way communication.

Shweta Tripathi et al (2025), it is an conceptual paper were author has analyzed about the connection between employee engagement and sustainability using secondary data. There is a strong association between employee engagement and sustainability. More the employee engagement is found in employee he/she is more connected to sustainability.

Jordan David et.al (2025), it is an review paper the author has discussed about connection between employee engagement and work life balance. the author has reviewed form the year 2023 to 2025. twenty three papers on employee engagement directly contribute to improving employee performance. The flexible work arrangements, organizational support and the wise use of technology to create a healthy and sustainable work environment.

Sadiya Ahmed Mohamed et al. (2016), the authors study the impact of supervisor support on employees' engagement of the Malaysian Telecommunication companies. Supervisor support in the workplace can be in three forms - emotional support, informative support and material support such as preparing budget, assistances, resources and tangible assistance that are related to work to improve the employees. A sample of 109 was chosen for the study. Participants were full-time employees, obtained from a variety of telecommunication organizations operating in Malaysia. The statistical tools used were correlation analysis and reliability test. The results of the study show that the independent variable - supervisor support and dependent variable - employee engagement was positively and

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moderately correlated to each other. The emotional and material support from organizational supervisors has a major impact on employees' engagement.

Anupa Baliga Nidhi V Rao et al. (2015), the authors study the reasons for attrition among lower level employees and employee engagement using 25 random samples from Mangaluru City. Results revealed that reasons for leaving the job included desire for better salary, inflexible work time, and other job opportunities. Strategies which could reduce attrition were found to be pay package, pleasant working environment, chance for career development, adequate remuneration /salary package and good superior-employee relation. To reduce attrition, employee engagement must be improved.

Sunanta Vejchalermit. (2012), conducted a study on engagement using a sample of 321 managers and salespersons working in Bangkok. Transaction and transformational leadership are required with positive approach to keep salespersons and managers engaged in their job.

Opas Piansoongnern et al. (2011), studied 350 employees (Executives and Junior Executives) working in cement companies in Thailand. In manufacturing companies, maintaining talented workers for very long periods will increase the value of the company. Factors which influence employee engagement such as quality of work life, organizational culture, and transformational leadership help the talented employees to be engaged in their job.

Maria Tims et al. (2011), tested the hypothesis that transformational leadership style enhances employees' work engagement through self-efficacy and optimism. A sample of 42 employees was used. It was found that transformational leadership allows and supports employees which lead to day to day work engagement.

Fallen Mends et al. (2011), studied the role of leader behaviour impact on engagement and retention. Leaders who give empowerment and role clarity to employees were studied for their impact on employee turnover and engagement. 179 samples from chemical organization were used for the study. The results showed that leader behavior has a positive impact on employee engagement (i.e., he motivates), which leads to lower turnover in the organization.

Some of the reason that manager are not able to handle pressure.

The biggest challenge is lack of training. Despite the scale of the problem, fewer than half (42%) of organizations provide mental health awareness training for managers ([CIPD, 2023](#)).

Unable to recognize the early signs of mental health issues, burnout, or stress.

Not able to holding conversations about wellbeing in a confident, supportive way.

Unable to establish psychological safety.

Not allowing team members to speak up without fear of retaliation.

Incapable of modeling healthy behaviors, such as setting limits for workload and taking breaks.

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Not able to Signposting to support, whether that's an employee assistance programme or external resources.

Fear of saying the wrong thing can lead to avoidance.

Leaving issues unaddressed.

Extreme deadlines, competing pressures, goals and irregular shifts reduce the importance of conversations about one's well-being.

Supporting other people is even more challenging because managers themselves are susceptible to stress and burnout.

THE WAYS IN WHICH ISSUES CAN BE ADDRESS.

Addressing bullying, discrimination and harassment.

Supporting individuals to understand their roles and responsibilities at work.

Assisting individuals navigate change and significant events helping people find a balance between their work and other commitments and priorities managing the team's diverse and high volume of work Managing conflicts and difficult interpersonal relationships.

Determining whether a person is in mental distress or ill health Approaching conversations about mental health and suicide.

Encourage employees to take breaks, make use of their vacation time, and keep healthy boundaries to maintain a work-life balance.

Provide flexibility if at all possible, offer employees options like remote work or flexible work schedules to help them manage their personal and professional lives.

Connecting people to treatment routes making reasonable adjustments for individuals experiencing mental ill-health and supporting teams working with the individual.

Workload management and work-life balance have reasonable expectations and make safety part of everyday life.

Conducting performance management for individuals experiencing mental ill-health.

AI tools can help identify trends in team dynamics, such as who's speaking up and who's not. Meeting analytics, for example, can show who speaks most (and least) during discussions, while sentiment analysis of surveys or chat channels can reveal shifts in tone or engagement. Collaboration insights platforms can also surface patterns of inclusion or isolation across teams.

ADVOCATING FOR A MENTALLY HEALTHY WORKPLACE CAN BENEFIT YOUR ORGANISATION THROUGH:

Manager wellbeing programmes to support their own resilience.

Clear HR pathways so managers know where to refer employees when issues escalate.

Visible leadership commitment that signals wellbeing is everyone's responsibility.

Managers can create a safe work and team environment for mental health.

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The day-to-day experience of work can be made healthy and sustainable by managers.

Managers Can Navigate Mental Health Conversations with understanding and Care.

Leadership by managers about culture, flexibility at work.

Psychologically safe working environments and more comprehensive support from their workplaces.

Mentally healthy work place allow you to attract highly skilled staff and content workers.

Higher productivity and reduce unplanned absences.

Fewer occupational injuries and illnesses.

Fewer workers' compensation claims.

Increased job satisfaction and engagement.

Reduce turnover rehiring expenses and higher worker loyalty.

A positive return on investment.

CONCLUSION:

The employee today suffers more mental illness disease than physical illness. The physical illness is visible can be overcome with proper medical support and rest. But when we talk about mental illness it varies from one employee to another employee, very less is address, it is not noticed easily by employees and employers. The individual employee has different sensitivity, stress management level, ability to handle ambiguity and work life balance. Manager support, proper work life balance management. The right to disconnect bill introduced by France is very progressive in mental wellbeing of employees. In India kerala state introduced the Right to disconnect Bill. Which aims at protecting private sector employee from work demands outside official hours, allowing them to ignore call, emails and message without penalty. The Right to disconnect Bill 2025 was discussed in Lok sabha hope it will be made law. The entire employee fraternities are able to get better work life balance.

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