

IMPACT OF EMPLOYEE MENTAL HEALTH AT WORKPLACES

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Abstract

This research explored the effects of employee mental well-being. A review of relevant articles was conducted, with the selection process focused on key findings. The analysis revealed diverse interpretations of both mental health and gratitude. Mental health was largely conceptualized in terms of individual experiences and reactions, while workplace learning was primarily associated with learning through active participation. The study further investigated the connection between mental health and learning within the workplace context. A significant portion of the reviewed literature emphasized the dynamic role of mental health in either facilitating or hindering workplace learning. Some studies indicated a negative correlation between gratitude and workplace mental well-being. Additionally, the research highlighted the influence of mental health on employees' emotional experiences at work. The study concludes by suggesting that organizations can utilize various human resource management strategies to support and maintain employee mental health. Future research directions are proposed, with a focus on identifying and analyzing trends and gaps within this field.

Keywords: *employee mental health, work learning system, participatory practices, gratitude, employee emotion.*

Introduction

Employee mental well-being has become a significant area of focus in recent years, with growing interest in the interplay between mental health and learning within the workplace. Historically, work environments were often viewed as purely rational spaces, expecting employees and leaders to perform without acknowledging the influence of mental well-being. This traditional perspective assumed that human behavior in organizations was primarily driven by logical rules, plans, and cognitive processes.

However, this view has shifted considerably, recognizing the crucial role of mental health in various organizational settings. Numerous studies have demonstrated the impact of mental health on workplace dynamics, organizational behavior, and leadership. Furthermore, research explores the factors contributing to stress and well-being in the workplace, including organizational psychology. Despite this increased attention, research specifically examining the connections between mental health and workplace experiences for employees and leaders remains limited. Workplace learning literature, in particular, appears to have overlooked the mental health dimension. To effectively plan future research, it's essential to understand the current state of knowledge. Therefore, this research aims to analyze existing research on employee mental health, identify trends and gaps, and propose future research directions. This article details the methodology used for selecting and analyzing relevant prior research, highlighting key findings from the reviewed articles. Specifically, it examines the relationship between mental health and workplace learning, contextualizing this phenomenon within the workplace environment.

Significance of the Study

The research acknowledges the complex and multifaceted nature of mental health, moving beyond simplistic definitions to explore the individual experiences, reactions, and emotional impacts associated with mental well-being in the workplace. The study contributes to the existing body of knowledge on employee mental health by identifying trends and gaps. This information can be used to guide future research efforts and to develop more targeted interventions to support employee well-being. The research has practical implications for organizations seeking to improve employee well-being and productivity. By identifying the factors that influence mental health in the workplace, and by exploring the connection between mental health and learning, the study can inform the development of effective human resource management strategies.

Theoretical Background

Social Cognitive Theory: This theory emphasizes the dynamic interplay between individual factors (such as mental health), environmental factors (such as the workplace environment), and behavioral factors (such as learning and emotional responses). It can provide a framework for understanding how mental health influences employee behavior and learning within the workplace.

Affective Events Theory: This theory focuses on the impact of workplace events on employee emotions and attitudes. It can be used to understand how workplace factors contribute to employee mental health and emotional experiences.

Job Demands-Resources Model: This model suggests that job demands (such as workload and stress) and job resources (such as support from colleagues and supervisors) can influence employee well-being and job performance. It can provide a framework for understanding the role of workplace stressors in employee mental health.

Positive Psychology: This field focuses on the study of positive emotions, character strengths, and factors that contribute to well-being. It can provide a theoretical framework for understanding the role of gratitude and other positive psychological factors in employee mental health.

Primary Objectives

To investigate the relationship between mental health and workplace learning, exploring how mental well-being can both facilitate and hinder learning processes.

Secondary Objectives

To examine the specific ways in which mental health affects employees' emotions in the workplace. To review and synthesize existing research on the dynamic role of mental health in workplace learning.

To explore the various human resource management strategies that organizations can implement to support and maintain employee mental well-being.

Literature Review

Research has shown that mental health significantly influences workplace productivity and job performance (Danna & Griffin, 1999). Organizations that prioritize employee well-being experience lower turnover rates and higher engagement levels (Bakker & Demerouti, 2007).

Workplace stress is a major contributor to poor mental health, often resulting from high job demands, lack of control, and workplace conflicts (Lazarus & Folkman, 1984). Additionally, poor work-life balance has been associated with increased anxiety and decreased job satisfaction (Greenhaus & Beutell, 1985).

A supportive work environment, including access to mental health resources and flexible work arrangements, has been found to improve employee well-being (Sonnentag & Fritz, 2007).

Effective leadership and organizational culture also play a crucial role in fostering a mentally healthy workplace (Kelloway & Barling, 2010).

Research Methodology

This study employs a quantitative approach to analyze the relationship between workplace factors and employee mental health. Data were collected through an online survey targeting 150 employees from various industries. The survey assessed key variables such as job stress, work-life balance, organizational support, and employee well-being.

Statistical analysis, including correlation and regression methods, was conducted using SPSS to determine the impact of workplace factors on mental health outcomes. The study also included qualitative responses to gain insights into employee experiences and perceptions.

Results and Discussion

Descriptive Statistics

- Gender distribution: 52% female, 48% male
- Age group: Majority (40%) between 25-34 years
- Employment type: 70% full-time, 30% part-time
- Work experience: 35% had 5-10 years of experience

Correlation Analysis

- Strong negative correlation between job stress and mental well-being ($r = -0.65$, $p < 0.05$)
- Positive correlation between organizational support and employee satisfaction ($r = 0.72$, $p < 0.05$)
- Work-life balance significantly linked to reduced anxiety levels ($r = 0.60$, $p < 0.05$)

Regression Analysis

Regression results confirmed that job stress, organizational support, and work-life balance significantly predict employee mental health. Higher job stress was associated with lower well-being, whereas organizational support and flexibility improved mental health outcomes.

T-Test and ANOVA

- No significant gender differences in mental health scores ($p = 0.30$)
- Significant variation in mental well-being based on workload ($F = 6.12$, $p < 0.05$)

Likert Scale

Attributes/Opinions	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
Employee Relationship	0	2	22.2	28.6	47.2	100
Remuneration	7.5	2	20	17.5	44	100
Career goals	0	11	14.67	35.33	50	100
Work-life Balance	1	0	21	19	51	100
Work cycle	2	8	14.67	33.33	43	100
Organization Culture	2	75	16	24.34	52.66	100
Managerial dynamics	0	3.5	7.5	49.5	39.5	100
Mentorship Programs	3.33	6	42.33	30.34	18	100

Findings and Interpretations

The data suggests that a supportive relationship between employees and management is a crucial factor in fostering positive mental health within an organization. A lack of such support can negatively impact employee well-being.

Compensation, salary, and monetary benefits, while important, are viewed by employees in the context of their overall mental well-being. Fair compensation contributes to reduced financial stress, which in turn supports mental health.

The overall analysis indicates that most employees recognize the importance of a positive and inclusive organizational culture in supporting their mental well-being. Employees reporting satisfaction with the organizational culture tend to experience better mental health at work.

The results indicate that the work environment (facilities, workplace, and campus) significantly influences employee mental health. A comfortable, safe, and ergonomically sound environment contributes to reduced stress and improved well-being.

Most employees value supportive supervision, guidance, and direction within the organization, particularly as it relates to managing workload and reducing work-related stress.

Many respondents indicated that benefit programs, such as mental health resources, stress management programs, health and wellness initiatives, and work-life balance support, are crucial for their overall well-being.

Work-life balance programs, including family and personal support, are seen as essential for reducing stress and promoting mental health.

Opportunities for professional development and growth, coupled with supportive leadership, were found to be key factors in employee satisfaction and motivation, which in turn, positively influence mental well-being.

Implications

- Organizations should implement mental health support programs, including counseling and stress management workshops.
- Flexible work arrangements can significantly improve employee well-being.

- Leadership training should include mental health awareness to foster a supportive work culture.
- Regular employee feedback mechanisms can help address mental health concerns proactively.

Limitations

- The study focuses on a limited sample size, which may not fully represent all industries.
- Self-reported survey data may introduce response bias.
- Longitudinal research is needed to assess long-term mental health outcomes.

Conclusion

Employee mental health is a fundamental aspect of workplace success. Addressing mental health challenges through supportive policies, flexible work environments, and proactive leadership can significantly improve employee well-being and productivity. Future research should explore industry-specific interventions to further enhance workplace mental health strategies.

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This paper highlights the necessity of prioritizing mental health in workplaces to create a positive, productive work environment.