

A Study on Employee Mental Health and Well Being

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Abstract

The significance of employee mental health and well-being has emerged in recent years as a crucial component of organisational performance and sustainability. This study investigates the psychological difficulties that workers encounter in Indian workplaces, pinpoints the causes, looks at the function of organisational support networks, and suggests evidence-based solutions. The study offers thorough insights into the current state of mental health and its commercial implications by utilising theoretical frameworks, empirical data, and case studies from Indian workplaces.

1. Introduction

Globalisation, changing employment norms, and technological improvements have all had a major impact on the modern Indian workplace. These advancements have raised employee stress, burnout, and mental health problems even while they have also increased productivity and connectedness. These issues were made worse by the COVID-19 epidemic, which exposed structural flaws in the infrastructure supporting employee well-being. In a nation where stigma around mental health persists, policy changes and more awareness are desperately needed.

It is "a state of well-being in which every individual realises their own potential, can cope with normal stresses of life, can work productively, and is able to contribute to their community," according to the World Health Organisation (WHO). Applying this to work environments suggests that companies have a strategic and moral need to support their employees' psychological safety and resilience.

2. Review of Literature

2.1 Conceptual Structures

Both Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs provide insightful information about workplace well-being. Maslow's concept highlights that productivity and self-actualization are impossible without safety and belonging. Herzberg makes a distinction between hygienic elements (like pay and job stability) and motivators (like recognition and meaningful work), emphasising that both the existence of favourable circumstances and the absence of stressors have an impact on mental health.

2.2 Stress at Work and Burnout

Burnout is divided into three categories by the Maslach Burnout Inventory (Maslach & Leiter, 2016): diminished personal accomplishment, depersonalisation, and emotional weariness. In high-pressure Indian sectors like IT, healthcare, and education, these symptoms are common. Recovery experiences including psychological detachment and relaxation were highlighted by Sonnentag & Fritz (2015) as being essential to employee well-being.

2.3 Remote Work and COVID-19

The lines between personal and professional life became more hazy as a result of the pandemic forcing Indian enterprises to switch to remote labour. Research by APA (2021) and Kniffin et al. (2021) revealed elevated levels of digital weariness, anxiety, and sadness. Remote employment has complicated effects on mental health in India, where work and family obligations are frequently entwined.

2.4 Stigma and Cultural Context

In India, cultural hurdles frequently impede candid conversations regarding mental health. As per the Gallup Global Workplace Report (2022), a mere 24% of workers said that their company truly cared about their welfare. Employees in hierarchical environments are reluctant to discuss mental health issues for fear of criticism or losing their jobs.

3. Research Goals and Theories

3.1 Goals

to investigate the effects of managerial support, job stability, and workload on mental health.

to evaluate the success of wellness initiatives in Indian businesses.

to investigate variations in mental health outcomes between work types (on-site vs. remote) and employment levels.

3.2 Theories

H1: Stress and burnout are positively connected with workload.

H2: Improved employee well-being is linked to organisational support.

H3: The impact of remote work on mental health varies based on support and communication.

H4: Junior and older employees' awareness of mental health issues differ significantly.

4. Approach

4.1 Design of Research

A combination of methods was employed. Structured surveys were used to gather quantitative data from 450 participants in a variety of Indian industries, including IT, education, healthcare, and services. Twenty-five HR professionals and employees were interviewed for the qualitative data.

4.2 Tools: Maslach Burnout Inventory and WHO-5 Well-Being Index survey.

Perceptions, stigma, and interventions are the main topics of this semi-structured interview guide.

5 Introduction and Methods of the Research

5.1 Summary

In today's hectic workplaces, mental health problems including stress, burnout, and a lack of support are becoming more common. This study investigates how workers view counselling, flexible scheduling, and EAPs as forms of workplace mental health support. Using information from a standardised questionnaire, it focusses on work-life balance, managerial support, and burnout.

5.2 Research Objectives

Evaluate the work-life balance of your staff.

Calculate how often and how severe burnout is.

Assess the level of perceived managerial assistance.

Examine opinions based on experience, industry, gender, and age.

Determine which organisational procedures have an impact on mental health.

Get ideas for enhancing support systems.

5.3 Design of Research

Data was gathered using an online survey (Google Forms) including multiple-choice, Likert scale, and open-ended questions as part of a descriptive quantitative approach. Visual data visualisation and statistical analysis are made possible by this method.

5.4 Population and Sample

75 workers from a variety of industries, including manufacturing, banking, education, and IT, participated in

the study. The participants' ages (18–45+), genders, levels of experience, and jobs (from entry to senior roles) varied.

5.5 Sample Technique

Time and digital limitations led to the introduction of convenience sampling. Diverse demographics were included in an attempt to increase representativeness.

5.6 Information Gathering

An anonymous online survey disseminated via LinkedIn, WhatsApp, email, and other channels was used to gather data. Included in the survey were:

The demographics

Balance between work and life

Signs of burnout

Support from managers perceived

Feedback that is open-ended

5.7 Work-Life Balance Scale and Tools (Fisher et al., 2009)

Inventory of Maslach Burnout (MBI)

Scale of Perceived Organisational Support

A 5-point Likert scale was utilised for responses.

5.8 Validity and Reliability

Experts vetted the content, and ten users piloted it.

Cronbach's Alpha values validated dependability:

Balance between work and life ($\alpha = 0.82$)

Burnout ($\alpha = 0.85$).

Support from managers ($\alpha = 0.88$).

5.9 Analysis of Data

Descriptive statistics: Means, percentages, and frequencies

Comparative analysis using ANOVA and t-tests

Pearson's correlation coefficient

Visuals: line charts, pie charts, and bar graphs

5.10 Moral Points to Remember

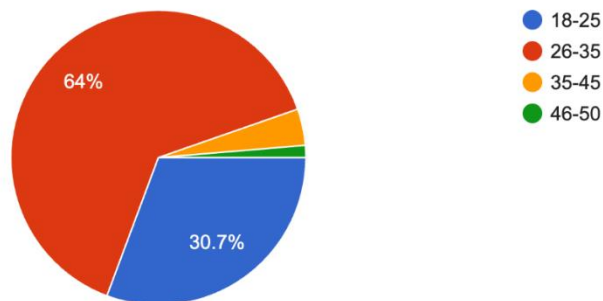
Obtaining informed consent

Guaranteed confidentiality and anonymity

Data protection and voluntary involvement are upheld.

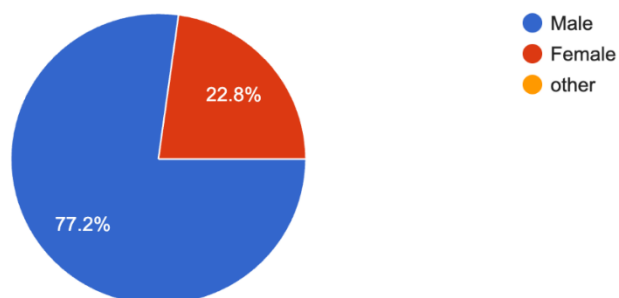
Age Group

75 responses



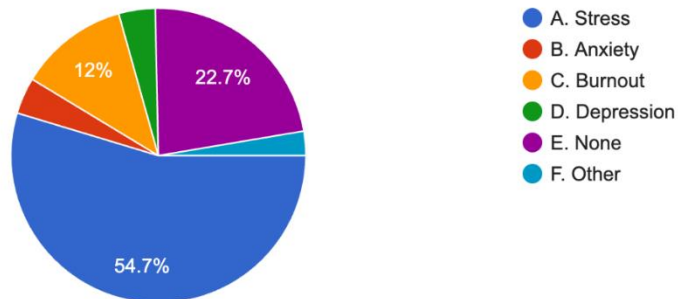
Gender

57 responses



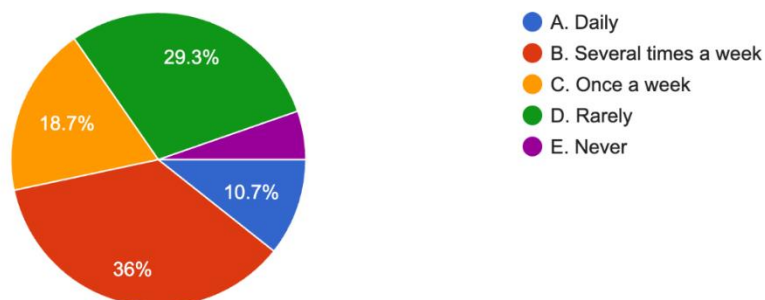
1. What are the most common mental health challenges you experience at work?

75 responses



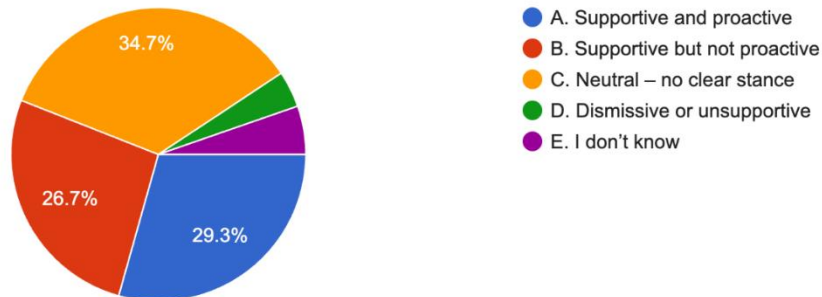
2. How often do you feel emotionally or mentally exhausted due to work?

75 responses



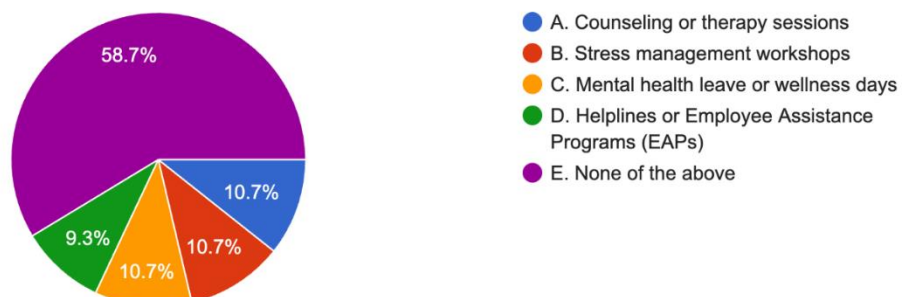
3. How would you describe the overall culture of your organisation toward mental health?

75 responses



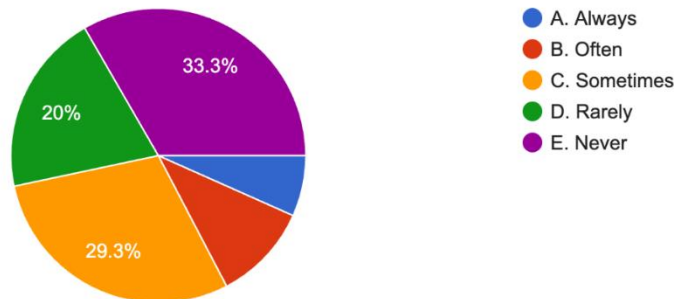
4. Does your workplace provide any of the following mental health support programs?

75 responses



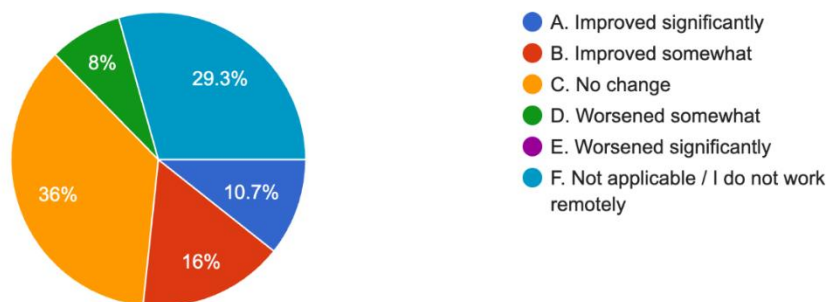
5. How often do you feel comfortable discussing mental health issues with your supervisor or HR?

75 responses



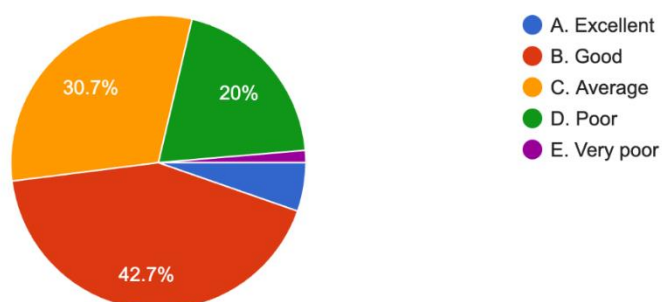
6. How has your mental health been affected by working remotely or in hybrid settings?

75 responses



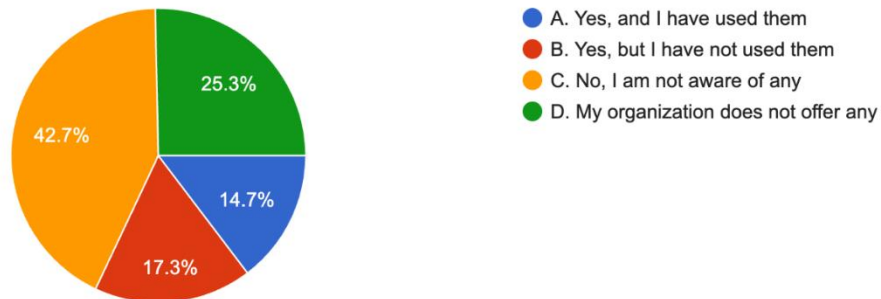
7. How would you rate your overall work-life balance?

75 responses



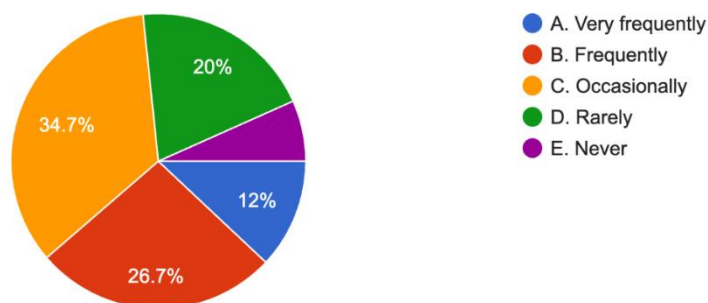
8. Are you aware of any mental health resources available at your workplace?

75 responses



9. How frequently do you experience job-related stress that impacts your personal life?

75 responses



10. Which of the following actions do you believe would most improve mental health at your workplace?

75 responses



Workplace Mental Health Survey Key Findings

5.11 Analysis of Data

Distribution of Ages (n = 75)

Ages 26 to 35: 64%

Ages 18 to 25: 31%

Others (35+): 5% Conclusion: Young people (under 35) make up most of the workforce.

Gender (n = 57)

77% of men

Women: 23%

Findings: Most respondents were men, suggesting either a gender gap or bias in survey participation.

Stress-Related Mental Health Issues: 54.7%

Burnout: 12 percent

Anxiety and depression: 4% each Insight: Burnout and stress are the two most cited difficulties.

Frequency of frequent emotional exhaustion (weekly or more): 58.7%

Seldom or never: 41.3%

Realisation: Many people experience emotional tiredness on a regular basis, and fatigue is common.

Supportive/Proactive Workplace Culture for Mental Health: 56%

44% of respondents indicated that the culture was mixed, with a notable neutral or contemptuous attitude.

Programs for Mental Health Support

Absence of assistance programs: 58.7%

Available (such as leave or counselling): 41.3%

Finding: The majority do not have access to official mental health services.

Feel Uncomfortable (never/infrequently) Talking About Mental Health: 53.3%

Comfortable (repeatedly or consistently): 17.4%

Finding: Most workers are reluctant to discuss mental health in the workplace.

Impact of Remote Work: Improved/Neutral: 61.3%

Worsened: 8% Conclusion: Working remotely has often had a neutral or favourable impact.

Good/Average Work-Life Balance: 73.4%

Though most indicate manageable balance, a fifth struggle is identified as poor/very poor (21.3%).

68% of respondents are unaware of or lack access to mental health resources.

14.7% are aware and using; this indicates that low awareness and access continue to be a major problem.

Stress at Work's Frequently/Very Frequently Affects Personal Life: 32%

Infrequently: 34.7%

Insight: Two-thirds report that stress occasionally or never affects their personal lives.

Recommendations for Enhancements

Adjustable hours

Workload reduction

Professionals in mental health

Regular pauses and relaxation periods

Awareness training insight: Worker's desire improved communication, flexibility, and assistance.

6. Conclusion

The critical need to prioritise mental health as a strategic and cultural imperative is highlighted by this study on employee mental health and well-being in Indian organisational contexts. Employees—particularly younger professionals—face significant psychological burdens due to increased stress, burnout, and a lack of support networks. These issues are exacerbated by excessive workloads, a lack of managerial empathy, and changing work paradigms including remote work. Important discoveries highlight the prevalence of stress, digital exhaustion, and the stigma associated with talking about mental health, with differences across sectors like IT, healthcare, education, and startups.

The study offers theoretical and practical insights by drawing on frameworks such as the Maslach Burnout Inventory, the Job Demands-Resources Model, and the Social Exchange Theory. It implies that compassionate leadership, adaptable regulations, peer support networks, and cultural change are all necessary for successful interventions. Legislators are encouraged to require public reporting, implement mental health audits, and incorporate mental health into labour legislation. The study helps to connect theoretical frameworks with Indian organisational reality, despite drawbacks including a small sample size and self-report bias.

The COVID-19 epidemic has changed the dynamics of the workplace, highlighting the necessity of virtual support, hybrid models, and ongoing attention to emotional health. In the end, creating psychologically healthy work

environments necessitates structural change, ongoing education, and teamwork, establishing employee well-being as a foundation for long-term organisational success rather than merely an HR issue.

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(Please let me know if you used any additional sources; I can add them.)

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