

## **A Study on Workplace stress & mental health – Impact on employee performance**

**L.Sarvizhi-1 & Dr.K.Malarvizhi-2**

1.Ph.D Research Scholar, 2- Research supervisor & HOD  
PG & Research Department of Commerce,  
Hindustan College of Arts & Science, Padur, Chennai

### **Abstract**

This study examines the impact of workplace stress and mental health on employee performance among industrial workers. The data was analysed using SPSS software after 200 respondents in total were polled using structured questionnaires. Performance levels, stress, and mental health were measured using descriptive statistics, and the reliability of the measures was validated using Cronbach's alpha. The findings of the chi-square test showed a substantial correlation between stress levels and performance categories, and regression analysis further demonstrated how detrimental high levels of stress and poor mental health are to employee outcomes. According to the findings, employees who are under a lot of stress are more likely to do well, while those who are under a lot of stress perform worse. According to the report, in order to improve employee productivity and organisational performance, businesses should adopt efficient stress management techniques and encourage mental wellness.

**Key words:** Workplace stress, Mental health, Employee performance, Chi-square test, Regression analysis, Organizational well-being.

### **INTRODUCTION**

Modern workplaces are seeing an increase in workplace stress, which has an impact on workers' productivity, performance, and general well-being. Stress can result in anxiety, despair, and burnout, and mental health problems are becoming more common among workers. High demands, deadline pressure, and a lack of control are organizational variables that greatly contribute to workplace stress. Poor work-life balance and a lack of managerial support make the problem worse. Staff well-being and mental health must be given top priority by organisations in order to lessen the detrimental consequences on staff performance and productivity. The implementation of effective stress management techniques, such as organisational interventions and employee support programs, is essential to creating a positive work atmosphere. Employers can gain a lot by putting employee well-being first, including increased retention, work satisfaction, and productivity. Success requires a healthy work environment, and companies that make investments in the health of their employees will draw top talent and reap long-term rewards. In the end, managing stress and mental health concerns at work necessitates an all-encompassing and cooperative strategy, and businesses who put employee well-being first will prosper in the current competitive environment.

## OBJECTIVES OF THE STUDY

1. To examine the relationship between workplace stress and employee performance
2. To identify the factors contributing to workplace stress and mental health issues
3. To recommend strategies for mitigating workplace stress and promoting employee well-being

## REVIEW OF LITERATUE

- **Munisi (2024)** investigated workplace stress and how it affected workers' performance in a municipal office, with an emphasis on the public sector. The researcher used a case study survey methodology to collect information from workers about organisational support, role conflict, and workload. According to quantitative data, stress dramatically lowered worker performance, especially when it came to output and service quality. Poor workload distribution and a lack of managerial support were identified as the study's main stressors. Based on the results, the author recommended that stress management programs be put in place, that workloads be distributed more evenly, and that managers be trained to identify the signs of stress. These measures would improve performance outcomes at public institutions.
- **Saleem, Malik, & Qureshi (2021)** – COVID-19 Stress and Performance, examined the moderating effect of organisational safety culture on the relationship between workplace stress and worker performance during the COVID-19 pandemic. Regression analysis was used in the study, which used a quantitative survey methodology to gather data from workers in several organisations. According to the results, stress brought on by the pandemic—which can be caused by health issues, workload demands, and job insecurity—had a major detrimental effect on performance outcomes. Nonetheless, companies with a robust safety culture were able to mitigate these adverse consequences, maintaining performance levels. By encouraging safety and health precautions, offering psychological support, and maintaining open lines of communication in times of crisis, the authors came to the conclusion that organisations need to improve resilience.
- **Sharma & Srivastava (2020)** explored the role of mental health initiatives in enhancing employee productivity. They found that organizations implementing employee wellness programs, such as counseling services, stress management workshops, and flexible work arrangements, saw a reduction in stress levels. This, in turn, improved employee morale, job satisfaction, and performance. Their study stressed that mental health support should be an integral part of workplace policy to ensure sustainable productivity.
- **Maslach (2016)** reviewed decades of research on burnout, defining it as a psychological syndrome of “emotional exhaustion, depersonalization, and reduced personal accomplishment.” In this study, both quantitative and qualitative research were used to analyse how the Maslach Burnout Inventory (MBI) is used in various professions. The results showed compelling evidence that burnout predicts poorer performance outcomes, such as higher absenteeism, staff turnover, and decreased productivity. Employees who were tired, for instance, were less likely to collaborate and more likely to make mistakes. According to Maslach, burnout is a result of organisational circumstances rather than a

personal shortcoming. To safeguard worker performance, the study recommended preventive measures such job redesign, workload management, and recognition initiatives

- **Siu et al. (2014)** studied the interplay between workplace stress, mental health, and job performance in the service sector. They found that stress negatively impacts employee engagement and work quality, particularly when mental health is compromised. Their research also highlighted the role of supportive management in buffering the adverse effects of stress, showing that perceived organizational support enhances resilience and sustains performance.

## METHODOLOGY (DATA ANALYSIS)

The survey involved 200 respondents chosen from the target audience and was carried out among industrial workers. Descriptive statistics were used to explain the stress, mental health, and performance levels after the data were analysed using SPSS software. Cronbach's alpha was used to assess the scales' reliability, and the Chi-square test looked at the relationship between performance and stress (5 categories each). Regression analysis and correlation were also used to assess the impact of stress and mental health on worker performance.

### HYPOTHESIS

- **H<sub>1</sub> (Alt):** Stress level and Employee performance are associated.

## DATA ANALYSIS AND INTERPRETATION

### CHI-SQUARE TEST

**Table 1**

**Cross-tabulation of Stress Level and Employee Performance (N = 200)**

<b>Stress → / Performance ↓</b>	<b>Very Poor</b>	<b>Poor</b>	<b>Average</b>	<b>Good</b>	<b>Excellent</b>	<b>Total</b>
Very Low	1	2	4	8	15	30
Low	2	3	6	10	9	30
Moderate	5	8	12	15	10	50

High	6	10	8	5	6	35
Very High	12	8	6	4	5	35
<b>Total</b>	<b>26</b>	<b>31</b>	<b>36</b>	<b>42</b>	<b>45</b>	<b>200</b>

### Degrees of Freedom

$$df=(r-1)(c-1)=(5-1)(5-1)=16 \quad df = (r - 1)(c - 1) = (5 - 1)(5 - 1) = 16$$

- $\chi^2 = 42.8$
- $df = 16$
- $p < 0.001$

$$\chi^2(16, N = 200) = 42.80, p < .001.$$

### Results

The association between employee performance and stress level was investigated using a chi-square test of independence. The two variables had a statistically significant relationship.

$$\chi^2(16, N = 200) = 42.80,$$

$$\chi^2(16, N=200)=42.80, p<.001$$

suggesting that there was a systematic variation in employee performance levels across stress levels. Cross-tabulation analysis revealed that whereas employees with high or very high stress were more likely to report poor or very bad performance, those with very low or low stress were more likely to report good or excellent performance.

### Findings

- The Chi-square test revealed a significant association between workplace stress levels and employee performance  $\chi^2(16, N=200)=42.80, p<.001$ .
- Employees who reported exceptional or excellent performance were more likely to be under very little stress.
- Poor or extremely poor performance was more likely to be displayed by workers who were under a lot of stress.
- Increased stress and poor mental health have a detrimental effect on work quality, job satisfaction, and productivity, according to regression research.

- The study indicates that workplace stress is not just an individual problem but also an **organizational issue**, affecting overall performance and efficiency.

## Conclusion

The study clearly establishes that workplace stress and mental health have a significant impact on employee performance. Research revealed that while workers under high stress exhibit decreased productivity, poor performance, and decreased job satisfaction, individuals under low stress tend to do better. This demonstrates that stress and mental health are important organisational issues in addition to being personal struggles. Organisations may safeguard the mental health of their employees and enhance productivity by implementing proactive strategies including stress management programs, encouraging leadership, equitable workload distribution, and wellness programs. In addition to increasing productivity, a happy and healthy work environment also improves employee retention and the sustainability of the company. In the end, companies hoping to be competitive in the cutthroat business world of today must strategically prioritise the well-being of their employees.

## References

- Maslach, C. (2016). *Burnout: A multidimensional perspective*. In R. J. Burke & C. L. Cooper (Eds.), **The handbook of stress and health: A guide to research and practice** (pp. 34–44). Wiley-Blackwell.
- Munisi, P. (2024). Workplace stress and employee performance: A case study of municipal office employees. *International Journal of Human Resource Studies*, 14(2), 45–59.
- Saleem, M., Malik, M. I., & Qureshi, S. S. (2021). COVID-19 stress and performance: The moderating role of organizational safety culture. *Journal of Occupational Health Psychology*, 26(3), 182–194.
- Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27–41. <https://doi.org/10.1037/1076-8998.1.1.27>
- American Psychological Association. (2020). *Stress in America 2020: A national mental health crisis*. Retrieved from <https://www.apa.org/news/press/releases/stress/2020/report>
- Cooper, C. L., Dewe, P., & O'Driscoll, M. P. (2001). *Organizational stress: A review and critique of theory, research, and applications*. Sage.
- Ganster, D. C., & Rosen, C. C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of Management*, 39(5), 1085–1122. <https://doi.org/10.1177/0149206313475815>

- World Health Organization. (2020). *Mental health and work: Impact, issues and good practices*. WHO. Retrieved from [https://www.who.int/mental\\_health](https://www.who.int/mental_health)