Examining The Impact Of Employee's Well-Being & Mental Health On Productivity In The IT Sector

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Abstract

Continuous evolution in technology has made employees overwhelmed with stress. Therefore, causing a direct threat to employee well-being and their mental health. This research has presented the significance of employee well-being and mental health on the productivity of the IT sector.

Purpose:

Key purpose of this study is to examine the factors that influences the employee well-being with the brief understanding about the mental health and how these factors has affected the productivity and performance capability of employees in the IT sector.

Literature:

Literature of the study has been conducted through detailed description of the variables identified in the study. Initially the employee well-being theories regarding the decline in the business and employee productivity have been analysed theoretically. However, followed by the establishment of relationship between the variables is undertaken in this study.

Method:

The entire study has relied on the primary and secondary data collection process using the academic journals, questionnaire survey process and semi structured by 100 employees from different departments of the IT sector.

Results:

From the study, it has been observed that employee well-being and mental health is one of the crucial element to develop the business and employees productivity in the IT sector. Subsequently, factors like organizational culture, job security, workload and workplace environment has identified to be most influential factors in this regard.

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

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Chapter 1: INTRODUCTION

1.1: BACKGROUND

A person's state of mind which identifies his or her psychological and emotional stability. Mental health can be coined as the analysis of human mind, which can be used as a tool to acquire the knowledge of self-awareness. According to the report published by World Health Organization (2001) 1 out of every 4 individuals is recorded to be experiencing the issue of poor mental health. Consequently, causing hypertension, anxiety disorders, over thinking, psychosis, depression, eating disorders and insomnia etc. among individuals all across the globe (Dalton and Hammen, 2018).

Taken into account the dynamic nature of IT sector, employees have been observed to be losing their focus, morale and enthusiasm in the workplace; creating a sense of demotivation and stress towards their work. All these mental health issues are observed to be present within industry as an effect of **technostress** [*stress caused due to regular advancement in application of technology* (Ungvarsky, 2019)]. Therefore, causing the entire work process to be slow and less productive. Moreover, mental health issues are also observed to influence physical health significantly, bringing major health risks like heart attacks, migraine and other cardiovascular disease etc. (Charvat, Dell and Folkow, 1964).

Being a vast area for research, according to the article published in Forbes (2018), employees of the IT sectors has been acknowledged as the most vulnerable group of individuals suffering from these issues due to immense work pressure and continuous evolution in technological industry (Bradford, 2018). Therefore, identified to have a negative impact on employee mental health and well-being, thus making them inferior in skills and less productive in their job role by encouraging the practice of absenteeism. Mental well-being of employees not only affects their professional life but it also has an adverse effect in organizational performance (Bartel, Freeman, Ichniowski and Kleiner, 2011).

Companies tend to hire highly skilled employees and with collective effort to utilize their effective skills for the success of the company, Hence, due to exhausting work culture, unnecessary work pressure, various work timings and unrealistic deadlines of work makes it difficult for the employees to cope up with their ability due to the hostile nature of the industry (Dhingra, Gupta and Gupta, 2013). Multitasking with deadlines has become one of the most critical activity in the IT sector which affects the mental health of the employees negatively.

In addition to this, due to instabilities in an individual's personal life, they may experience distraction, which in turn can lead to the loss of their decision making ability and can have an immediate negative effect towards proficiency and execution in the workplace.

1.2: RESEARCH QUESTIONS

- *Understanding the Actual meaning of Mental Health.*
- *To find out the effect of mental well-being on the employees of an IT sector.*
- *To determine the factors that influence the mental health of an employee in the workplace in the IT sector.*
- *To determine the relationship between organizational culture and the mental health of the employees working in the IT sector.*
- *To identify the alignment of the productivity of the employee and the employee's mental health in the context of the IT sector.*

The purpose of the following research is to ascertain the impact of the company's culture that might affect the mental well-being of an employee in an IT sector. Besides this, study will also try to determine the relationship between employee and organizational performance and the mental health of the employee. In addition, the study has also focused to identify the level of impact to which, the mental health of an employee can become an obstacle to achieve the personal as well as a professional goal. The motive of the study is to detect, if the productivity of the organization in an IT sector can be hampered by an employee's mental health and to which extent it can harm both. The study has also concentrated on prominence to determine the factors in the workplace of an IT sector that might affect the mental health of the employees.

1.3: RESEARCH RATIONALE

The aim of this research is to gain understanding on how employee well-being, particularly their mental health lays an impact on the productivity of Information Technology (IT) sector. Subsequently, evaluating the necessity of precautionary methods to resolve mental health issues forecast and to identify the various harmful effects and diseases that it can influence people. This research locates the various behavioural actions that can be helpful to estimate mental health issues in an employee to take necessary and immediate action. Also, a fact that has been highlighted is that the victims of mental health abnormalities must be supervised with patience, respect and understanding.

Mental well-being of employees has been thrusted as an issue to be taken under critical consideration by managers to ensure efficient and reliable workforce at his/her disposal during the time of need (HUSELID, 1995). Mental well- being is essential within the framework of a workplace due to the hectic, mentally and physically fatiguing nature of work pressure and the monotonous characteristics of professional jobs. Furthermore, it has been observed to cause behavioural changes, unsettling anger issues, and reluctance to carry out duties. Hence making people more prone to commit mistakes and get attracted to idleness and introvertedness with a loss of self-confidence.

In a nutshell, the mythical aspect of mental health has been dismantled to be having a definition and practicality that requires critical evaluation and solutions, especially among IT professionals. Overloaded and discouraged employees have been observed to lose interest in work likewise, transferring the equivalent demotivated and negative energy to others. Therefore, becoming distant from advocating the obligations and objectives of the organization.

1.4: SIGNIFICANCE OF THE STUDY

The above study is reflecting the comprehensiveness of mental health of the employees which is in state of deterioration due to Technostress (Tiwari, Singh and Singh, 2008). Employees are getting less productive due to ill-structured working culture and unnecessary work pressure, leaning them towards "psychotic' or 'neurotic' diseases (BJÖRNTORP, 1991). The working culture in the IT sector must follow a flexible routine to bring productivity within the industry. These mental health issues are grabbing the society that might turn to be the reason of massive health issues. Companies will lose their overall productivity and growth if the issues remain the same. Employees of the IT sector needs continuous motivation, appreciation in terms of rewards or compensation and enthusiasm in professional as well as personal life. Therefore, resulting in prevention of creation of unnecessary clashes and conflicts in their own mind. These mental health issues can create long lasting effect on the physical health of the employees as explained in the previous section. Therefore, Employees and IT sectors management should be aware of the potential effects of the mental health issue in order to control productive and insecurity etc. (Padma, 2015).

1.5: SUMMARY

The current research work is themed on the issue of mental health and well-being among employees in the IT sector. The necessity of mental health management and necessary precautions have become salient in the developing world of technological advancement that bring in more information, areas to work on and thus putting pressure on state of mind and mental unrest. Thus making them overwhelmed with stress which can be identified as **TECHNO STRESS.**

IT professionals who have to be engrossed into machines and constantly converse with people to assist them in their grievances related to information and knowledge, suffer from immense mental fatigue and headaches whose continuous imposition leads to permanent disabilities harming the productivity and economy on the larger scale.

The research identifies and record behaviours that exhibit anomalous mental health conditions in employees with the probable causes of diseases that possess permanent disability effects on people. The result of which is a loss in productivity in workplace therefore, resulting in ethics and communication misbalance within an organization.

CHAPTER 2: LITERATURE REVIEW

2.1: INTRODUCTION

The literature review section of the research highlights the significance of organizational culture in IT sector. Critical analysis on the importance of employee well-being and examining how it is related to their productivity within the company is discussed. This section provides an insight into the organizational culture with Schein Iceberg theory & 7s model of McKinsey. In last, for further understanding of the research, mental health and its impact on an individual have been showcased.

2.2: COMPANY CULTURE
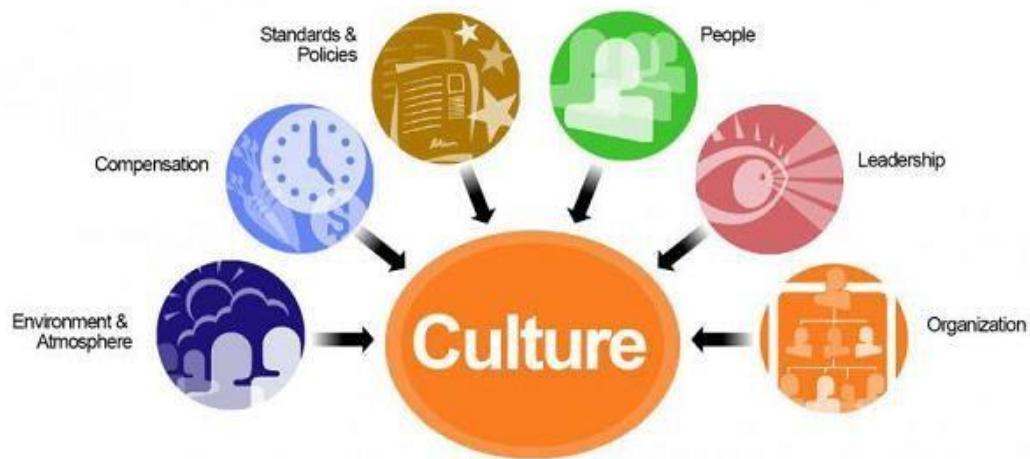
Figure1: Organizational Culture

(Source: http://shamris.blogspot.com/2017/12/organisational-culture.html)

It is the responsibility of the top management in an organization to outline the culture of the organization. Therefore, values of the founder and the demand in the industry must blend together for creation of strategic vision which forms organizational culture (Bhaduri, 2019). The culture of an organization consists of shared values, common mission, vision and the ethics thus when combined together forms a personality of an organization within the industry. The rules, regulations and guidelines within an organization are established, which influence the relation of the employees with the organization (Williams and Smith, 2016). The culture of an organization is significant in this respect as it has a direct role to play in designing and developing a respectful working environment for the employees (Archea, 1977).

For further understanding, the culture of the company can be acknowledged through the 7s model of organisational culture by **McKinsey and Schein iceberg theory** that sheds light on the interdependency among the organizational components for the successful organizational culture design.

2.2.1: MCKINSEY 7S MODEL OF ORGANIZATIONAL CULTURE

An efficient and successful organizational culture is a combination of interdependent soft elements and the hard elements which lies within the organization. The hard elements are the strategy, structure and the system, while on the other hand the soft element are shared values, skills, style along with the staffs of the organization (Ravanfar, 2017). This 7s framework signify that an organization which promotes an open policy and encourages the cordial atmosphere in the company facilitates the formation of a healthy work environment. According to (Braithwaite *et al.* 2016) in an organizational culture behaviour, beliefs and assumptions are allocated throughout the organization and keeping shared common value as the centre point.
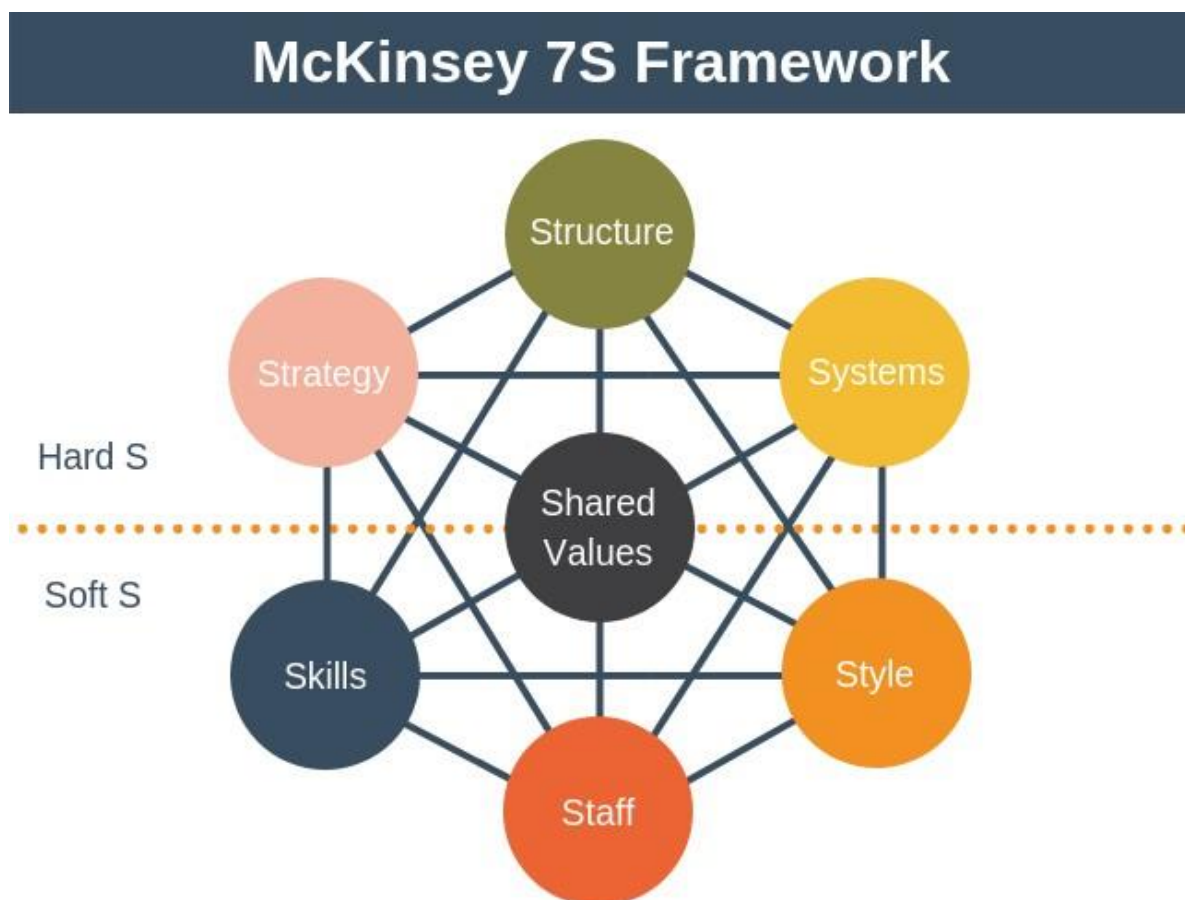
Figure 2: McKinsey 7S model of organizational culture

(Source: https://expertprogrammanagement.com/2018/11/mckinsey-7s-framework/)

2.2.2: SCHEIN ICEBERG THEORY

Figure3: Schein's Iceberg model

(Source: https://www.slideshare.net/AIESECIntl/building-culture-ofsuccess)

Schein Iceberg's (2004): This model illustrates the concepts that are influential in human behaviour towards their workplace environment. It also identifies three concepts that are important in an organizational culture. Schein's theory assumes that culture presents a pattern of shared values of a group (Amini and Ahmadi, 2016). These patterns are used to deal with external and internal problems. The model proposed by **Schein** states that basic assumptions give shape to values. These values give shape to practices and behaviour which becomes a visible part of an organizational culture. This model assumes that there are three levels in an organization.

Artifacts: The aspects of culture of an organization that are visible. Artifacts comprise the surface of an organization that indicates the physical characteristics of an organization. These characteristics incorporates physical arrangements in the workplace such as language used, architecture, interiors and setup of an organization. The artifacts may be visible but are not always easy to understand.

Values: The values reflect the shared opinions of the members of an organization. Therefore, individuals in an organization have different set of values. These values are compressed and they form the values of the organization. The perception of the employees and their attitude become significant in designing the organizational culture.

Assumed values: the assumed values are the third level in the **Schein organizational culture model.** Assumed values cannot be measured but are essential in an organization. The inner thoughts of individuals are part of the assumed values. These values stay below the surface but have the consequential impression on the culture of the organization. The iceberg model stresses the relationship between the culture of a company and the performance of the employees. The shared assumptions that are thought to be valid are passed on to the employees. The iceberg model stresses on the visible and hidden factors that influence the culture of the organization. The visible aspects in this respect are the instructions and rules that are visible. The rules that are available in written form are a part of the visible aspects of the model. The strategies of the organization, job descriptions, and other rules are part of the invisible aspects of the model, which are the unwritten standards in an organization (Matkó and Takács, 2017). The values and beliefs associated with culture are part of the culture of the organization. The values and beliefs that are not in written form exist within the minds of individuals. The challenge lies in the way in which an individual interprets the values and beliefs.

In a nutshell, creating a culture that strives for the well-being of the employees helps in encouraging the employees to perform better. Organization must care and give up-most priority to the employees and they should also take proper measures to ensure the stable physical and mental well-being of the employees.

2.3: ORGANIZATIONAL CULTURE IN IT SECTOR

The information technology sector stands among the fastest growing sectors. This sector thrives on constant innovative development and technology advancement. The organizational culture in this sector supports innovation (Cui, Ye, Teo and Li, 2015). Therefore, for staying ahead in the competition, it entails constant adaption to change, thus compelling employees to keep themselves updated. Evolution in technology has resulted in a shift in skills requirement by the organization thus creating a sense of competitive stress among individuals also known to be techno stress (Tarafdar, 2007). The leaders within the organization manages the steady changes by adhering to collaboration and communication. Clear communication and working as a team helps in overcoming the issues related to the competitiveness of IT sector. The leadership holds the responsibility of encouraging and motivating the employees for better performance (Roh, 2014).

The workforce forms the backbone of the organization. The decrease in the proficiency of the employees can lead to a loss of organization profitability. Therefore, hampering the confidence of the employees due to the fear of losing their jobs on account of inefficient and poor performance (Haddon, 2018). Considering the dynamic nature of IT sector, it has been observed that performance pressure seems to have a negative impact on the mental health of the employees (Memish *et al.,* 2017). Occupational stress or stress caused due to work can degenerate employee capability to perform well. Additionally it can ensue because of events that causes frustration or anger which may result in loss of concentration, nervousness and decision making ability etc. Hence, encouraging **absenteeism**.

From the perspective of Martinuzzi *et al.* (2018), in order to discourage absenteeism, it is important to adopt engagement strategies to inspire and encourage employees. Effective and transparent communication channel between the employees and the leaders of the organization might minimize this type of behaviours.

According to Cullen *et al.* (2018), organizations might take initiatives to encourage a positive and healthy atmosphere in the workplace by rewarding employee with incentives, which can motivate them to perform better. "*Money act as a motivator* ,It has been observed that "higher the pay better the performance", but this statement is only true till the time mechanical skills are involved at work, when it comes to the use of cognitive skills, the performance of an employee is observed to be degraded (Lohmann, *et al*., 2018).

According to Gawke *et al.* (2018), a progressive atmosphere can promote a balance between enhanced mental health and productivity within an organization. Furthermore, in an experiment conducted by students of MIT, showcased that employees tend to perform better when given the power of involvement and engagement within their work with no pressure, "*Work whenever you want, the way you want, all we need are results*" (Mehta, 2019).

Consequently, mental health and well-being of an employee has become very important issue in information and technology sector. Responsible leaders have started concentrating on preserving the mental well-being of the employees by taking corrective measures in the case of crisis (Warszewska-Makuch *et al.*, 2015). Supportive managers and colleagues create a positive environment, which means that even a single positive person can affect the entire working environment of a company constructively. Consequently, motivating himself and the colleagues for enhanced performance and encourage towards achieving goals for the better future (Bäcklander, 2019).

However, the organizational culture is not solely responsible for the well-being of employees. The employees' misinterpretation of certain conditions can lead to stressful situations (Huhtala, *et al.* 2015). An employee may find it difficult to adjust with the organization because of personal prejudice. The beliefs and behaviour traits of an employee influence their own well-being. An individual's perspectives are important determinants of mental well-being. The values and beliefs of an individual can influence mental and physical health of itself as well as other people surrounding him/her.

2.4: IMPORTANCE OF WELL BEING IN IT SECTOR

The information technology industry is characterized as the sector of nerve-racking jobs. People working in this sector often experience issues with mental and physical health (Tarafdar, Gupta and Turel, 2015). Mental stress from work creates problems for employees as they may find it difficult to tackle the stress they might get from tasks assigned to them. Some of the common issues related to the health of employees in this sector are diabetes, asthma, hypertension, fatigue, insomnia, and tension.

Job stress: The job stress in aforementioned sector has a significant negative impact on the well-being of the employees due to physical and emotional stress that the employees may experience from the job. Therefore, impacting mental health of the employees adversely. Swift growth and dynamic changes are integral to the information and technology sector across the globe. Regular and rapid changes in this sector require the employees to adjust to the changes constantly. Therefore, employees are often stressed with the constant workload and fail to maintain appropriate balance to keep their skills updated with the changing needs of the sector. According to Carolan *et al.* (2017), mental stress leads to deterioration of physical health. Therefore, causing adverse effect on physical and mental health reducing the efficiency of the employees. Some of the common physical health problems encountered by people working in the IT sector are lack of energy, headaches, muscles pain, back pain and pain in the wrist (Jackson and Frame, 2018). The emotional stress from the job leads to problems like frustration, fear, anger, sadness and resentments. The employees may also experience acute, chronic or episodic stress on daily basis, which has now became a common reason for constructive dismissal (*quitting job due to immense mental pressure from the management i.e. harassment*) (Suciu, 2019). Apart from workload, this sector is characterized by insecurity in the job due to dynamic change. Long working hours are common in this sector. Thereby, employees are burdened and undergo excessive amount of pressure due to workload (Sato, Kuroda and Owan, 2020).

Job security: Job security is the assurance for an individual with respect to holding a job. Outsourcing, downsizing, arrival of new technology and recession have elevated the fear of job loss. Outsourcing and technological advancement are common in the IT sector, as a result job security becomes questionable. Performance and skill development become an important parameter in keeping the job secure. Information Technology Employees often feel the pressure of performing well in order to survive. If they are unable to perform according to the requirement of the organization (Mostafa, 2017), the workload along with the stress of retaining the job creates an unhealthy and discouraging environment for employee due to fear of losing the job. The dynamic nature of the IT sector demands the capability to learn new skills. This sector embraces new technology constantly, therefore, requiring employees to adjust to the changes in no time. Thus, leads to well-being of employee to be compromised adversely.

2.5: EMPLOYEE WELL BEING

Employee well-being refers to the various aspects of work-life, which have the potential to influence the performance of the employee and organization significantly. Therefore, involving factors directly impacting the mental state of mind of an employee.

Bryson *et al. (*2017) suggests that the role and the responsibilities of the human resources management in the employee retention and involvement make them an invaluable resource of the organization. Contrarily, the employees of an organization can be considered as valuable assets who have the power to either enhance or to destroy the existing reputation of the organization. Therefore, the performance of the employee remains one of the most crucial reasons for the growth of the organization. In order to maintain competency among the employees, it is important to protect their well-being in an organization and how they are treated within the company's environment.

According to Schultz *et al.* (2015), organizations are increasingly recognizing employee well-being as an important aspect of productivity. The physical ambiance and atmosphere of the workplace can create a positive as well as a negative impression on the employee's mind and performance as this is the visible setup, which comprises of the decor, lights, equipment's used, and workspace. As employees spend a considerable amount of time in the workplace, it is the responsibility of top management and leaders in an organization to establish encouraging atmosphere and appealing physical ambience which assists employees in carrying out their designated job role efficiently, Hence, creating a positive effect on the mind of the employee. However, dissatisfaction with the physical environment can hinder smooth performance and can harm well-being of employees.

Productivity and well-being of the employees are closely related as productivity is related to performance and performance is achieved from the well-being of employees. The workplace is a social environment, as it comprises of people and their mode of activities and level of individual interaction. Moen *et al.* (2016), explains that the interactions among employees are essential stimulators of well-being for an individual. The web of interactions that are formed in a workplace influence the mental condition of the employee. These interactions can create positive as well as a negative influence in the workplace. A healthy work atmosphere can encourage all the employees to perform better.

2.5.1: FACTORS INFLUENCING EMPLOYEE WELL-BEING

Work environment

The physical environment in the workplace is instrumental in the well-being of the employees. The work environment involves physical settings like sitting arrangements and lighting. Therefore, an uncomfortable physical setting can cause hindrance in the work. The work environment also includes relations among colleagues. The positive relations between employees and superiors encourage the employees to perform better as it make the environment comfortable and motivating for employees to work in (Di Fabio, 2017). The interaction between the colleagues also influences the mood of the employees. Consequently, if the employees are not able to adjust in the workplace, it might get difficult to performance at their best. Trust and relationships at work are vital for the well-being of the employees. The leadership in the organization is significant as they can act as motivator by working for the betterment of company as well growth of their team members. Thereby, it is the responsibility of a team leader to maintain the balance between change and culture with a clear source of communication among employees within the company and ensures smooth flow of communication between top and bottom level employees. Therefore, the leadership style used by the top management can become an instrument in promoting a positive ambience in the organization (Sudha, Shahnawaz and Farhat, 2016). According to Madanchian *et al.* 2017, individuals having leadership positions can inspire the employees and ascertain positive organizational outcomes. Therefore, motivation provided by leaders act as encouragement to employees. The trust that the management has on the employees often acts as a promising factor towards better well-being. The leadership in an organization gives direction to the employees. An organization is dependent on the analytical and decision-making skills of the leadership in the organization. Therefore, the initiatives taken by the leaders and management in helping the employees fight stressful situations helps in promoting the well-being of employees.

Job control and autonomy

Job control is the extent to which an employee can influence the work environment. Autonomy is the control of the employee on the job itself. Employees having higher control over their jobs are more motivated. Increased involvement of the employees in the job often acts as a motivator of employees. The employee's motivation that comes from increased involvement has a positive impact on their minds thus encouraging them to perform better.

Job load

This factor significantly influences well-being of the employees. The workload can become a reason for the low performance of employees as they may feel that they are not paid enough for given job. If the employees are stressed because of work, they may not be able to give their best. Workload and long working hours can hamper the physical and mental health of employees. Workload refers to the amount of work that is assigned to an employee. However, an individual's perception of workload and work may be different depending how much they are paid. They may consider work assigned to them as workload due to lesser pay. Workload can be classified into qualitative and quantitative. The amount of work to be done presents the qualitative aspect of workload whereas the difficulty level of the job is the quantitative aspect of workload. Due to this factor, employees tend to experience mental stress, eventually resulting in loss of concentration and alertness which significantly leads to poor performance and an increase in absenteeism and interest at workplace (Pescud *et al.*, 2015). If the job is monotonous, the employee may not feel like doing it. The potential of the employee is also hampered by monotonous nature of job. Fatigue and monotony influence the mental well-being of employee. People working in the information and technology sector often face the burden of a stressful job.

Abdullah *et al.* (2016), identifies that 'techno stress' brings additional pressure on people working in IT sector, for instance coping with continuous change in client or market requirements, keeping pace with change in technology and modernization has caused a negative impact on employees mental health. Therefore, Hypertension has become a major medical problem faced by people working in the IT sector. Furthermore, workload in this sector is high and it often takes a toll on the health of the employees.

Job security

Job security is another most essential factor, which has a direct impact on the mental health of employees as it is concerned with the future of the employee. Uncertainty with the job act as factor of constraint for the employee to excel in their field (De Witte *et al.,* 2015). If there is no job security and the employees always work with the fear of losing the job, the employee might not be able to perform with full potential. Job security raises the fear of financial security. Job and financial security is a major concern for working people. Uncertainty about the job increases the stress among employees. Gates (2014) notifies that, IT sector continuously demands for up to date skills from the employees thus causing a sense of fear of losing jobs among old and loyal employees but leaders and management can help them in overcoming this fear by providing necessary training and support hence helping them in adapting to change.

Work-Life balance

The pressure in the work-life can influence the personal life of a person. Similarly, the problems outside the workplace can hamper the mental health of an employee such as unhappy marriage or relation or openness of organizational culture towards personal relation and gender. If an employee finds it difficult to maintain a balance in work-life with its own personal life. Consequently, it will lead to increased stress and low productivity in both inside and outside world. Organizations may take initiative to address this issue to ease up their caught-up minds. Employees having good mental health and job satisfaction can perform better. Satisfied and motivated employees can contribute to productivity. They can bring success in the organization through their performance.

2.6: MENTAL HEALTH

Mental health and well-being are related to the mental state of employees. Mental health is related to physiological well-being of individuals. The well-being of individuals is a state in which an individual feels.

Mental health had been a prehistoric, vague concept until recent years (Bertolote, 2008). According to Alan and Aaron (1974), significant rise in population growth has created a negative impact on employment, Therefore, affecting mental health of a person prominently due to the increased pressure of competency.

On a global scale, millions have been estimated to be suffering from depression, one of the root causes which makes an employee's less productive in this fast pace world. Therefore, arising the feeling of anxiety among the people who are not familiar with the term "**Mental Health**".

Upon further research, loss of 1 trillion US dollars in global economy in productivity has been recorded, caused by the poor mental health in employees (Sime, 2019)**.** Subsequently, these issue needs to be evaluated and prevented from affecting the professional lives of employees**.**

Mental health is considered as the frame of mind of the employees which determines their future in the company and demonstrates their capability to perform. According to Dalton, and Hammen (2018), stress is identified as the most common cause for poor mental health among employees, which occurs when one feels emotional or physical burden.

Correspondently, Stress can be termed as disturbance in psychological or emotional well-being which can act as *silent killer* of one's brain (Eliot, 1988). Hence, it has the potential to give rise to a number of problems, such as- depression and hypertension. According to Hopkins (2018), origin of stress is observed to be over thinking or negative thoughts which can deteriorate anyone's mind-set. Therefore, these kind of thoughts have potential to turn imaginary events into real-life problems. Thus, causing disruption physically or emotionally.

Stress can be classified into three different categories. Stress in mind can affect mental health such as your thinking capabilities, if someone who follows their heart can then be a victim of emotional stress such as sadness, nervousness loneliness etc. and when these two combine together results in physical stress causing anxiety, hypertension, lack of focus etc.

2.6.1: IMPACT OF POOR MENTAL HEALTH

- Adverse effect on efficiency and performance of employees

- Decrease in productivity

- Increase in absenteeism

- Increase in mistakes in work

- Increase in frustration

- The decrease in motivation and job satisfaction

According to Bakker and Demerit (2018), excellence in performance can help in increase in productivity in the organization. Whereas, Stress in a job can lead to a fall in the performance of the employee. Organizations are taking initiatives to improve the mental health of the employees so that the employees can give their best at work. The mental well-being of an employee is linked to productivity, but the capabilities of the employee are also determinants of productivity. The skills of an employee are useful in increasing productivity.

To sum-up, the mental state of an employee is dominated by the personality traits, beliefs, and values of the employee (Converse, Juarez and Henpecked, 2019). Factors that can influence the mental health of the employees can be outside or inside the organization are conspicuous in this respect. Nonetheless, under certain circumstances stress among employees have considered to be beneficial trait of emotional well-being. Thereby enabling them to push through limits to exhibit their true potential (Benson, 2005).

2.6.2: SURVEY WITH PEOPLE WORKING IN MENTAL HEALTH

The employees having good mental health are confident and show excellent performance Therefore, they have been observed to transfer the same positivity among others around them. People involved in the profession of mental health states that the mental health of the employees influences not only their own physical and mental health but the mind and body of their family and friends as well. Mental stress not only hampers the efficiency of an individual but also affects the person's social life as no one wants to be surrounded by person carrying negative energy in them. In a long term scenario, mental stress can gradually lead to a number of diseases. Mental health illness can create several challenges in an individual's life, like depression and anxiety which can turn into severe problems such as low in self-confidence, overthinking, therefore escalating the occurrence of negative thoughts which can turn imaginative conditions into real life events, such as feeling of disconnection from the world etc. Mental health problems are inaudible in nature in a person's life, if not addressed on time may lead to life threating

problems which is very common among youngsters involved in IT sector. Workplaces need to be designed in a way that there is consciousness about the mental well-being of employees such as establishment of employee benefit programs or in office consultants. The family and social life of people may get influenced very often because of poor mental health and according to Richardson *et al.* (2017) people working in mental health often identify the stress faced by working individuals as fatal to the death of an individual and Problems like sleep disorders, depression and health problems related to the immune system are common mental stress-related problems in working individuals.

2.7: LITERATURE GAP

This segment of the research has tried to find out the gap in the empirical studies. The mental well-being of the employee directly affects the engagement and the involvement of the employee with the organization, which is evident from many of the studies. There are also existent theoretical arguments that have tried to find out the reasons that can influence the employee well-being. However very few amount of article has tried to find out the relationship of the productivity in the IT sector with the well-being of the employees and effective measure to preserve mental health, Like every other sector, employees are the essence of IT sector, who can increase the productivity as well as the profitability of the organization, therefore it is very important to find out the alignment of the organizational productivity with the employee well-being while maintaining an appropriate balance with the mental health.

2.8: SUMMARY

This section has discussed the concept of company's culture with the support of 7s McKinney framework of organizational culture and Schein iceberg theory with a brief knowledge about the organizational culture in IT sector and its impact on individuals .It has also highlighted the significance of employee well-being in relation to mental health and how can organization culture affects employee well-being. Furthermore, factors that influence the link between productivity and the mental well-being of employees has also been discussed and noted down in this section.

CHAPTER 3: RESEARCH METHODOLOGY

3.1: INTRODUCTION

According to Saunders et al. (2007), a study requires systematic gathering and analysis of information with the assistance of relevant tools. A research involves systematic analysis of information and research methodology, assisting researchers in organizing the research. Research methodology consists of the procedures and techniques used by researchers in the analysis of the data (Kumar, 2019). This section will highlight the tools and approaches which are showcased within the study for conducting systematic gathering and analysis of data in order to obtain relevant information. This section will also focus on identified and selected research paradigm, approach design, and strategy used for in-depth analysis of this study and a survey along with semi structured interviews would be conducted with a suitable sample size in order to obtain admissible information which can then be analysed for desirable result on the end of the research work (Creswell and Creswell, 2018). Furthermore, this study is bounded with some limitations which will be discussed later in this section.
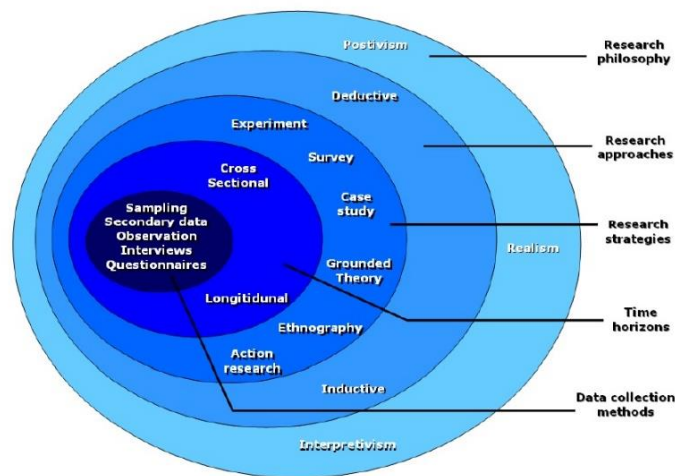

Figure 4: research onion (Saunders et al. 2007)

(Source: https://www.institut-numerique.org/chapter-3-research-methodology-4ffbd6e5e3391)

3.2: RESEARCH ONION

The Research onion illustrates the stages that are covered in the development of research. Each layer of the research onion states the different stages in research. A research contains several steps. Every layer of the research onion states the steps the researcher needs to follow during the research. The steps in research are research philosophy, research approach, research strategies, choices, time horizons and data collection and data analysis. This research follows the steps in the research onion to come across the desired result.

3.3: RESEARCH PHILOSOPHY

The research philosophy presents the approach adopted by a researcher in carrying out the research. The philosophy used by researchers is positivist approach, interpretivist approach, realism, and pragmatism. The positivist approach is used for scientific research where the quantitative method is relied on for data collection. This approach uses the empirical nature in order to study facts related to research. The interpretivism approach, on the other hand, is used in qualitative studies. Positivism relies on quantitative data for arriving at conclusions. Therefore this method is scientific in nature and depends on analysis of information. The principles of positivism believes that knowledge and thought depend on scientific assumptions (Ryan, 2018). The current study uses the *positivism* approach, which is suitable for research. Positivism helps the researcher in concentrating on the basic areas of the research.

Justification

The reason behind the selection of this approach is the involvement of studying the significant impact of mental well-being of employees working in IT sector on their work productivity. Therefore, involves the analysis and evaluation of the determinant affecting mental health of employees. Positivism helps the researcher to get a logical insight into the topic. In this research quantitative method is used to accumulate data from surveys and semi structured interviews. The quantitative method helps in gathering of accurate data because of its reliance on numerical data. The researcher attempts to find out the significance of the mental well-being of employees in increasing or decreasing the efficiency of the organization. The positivism approach is chosen for the study, in order to analyse these issues from different perspectives (Hasan, 2016). The study tries to find out the influence that the mental state of the employee may have on the efficiency of an employee. Since positivism relies on numerical data, the results from such research is considered accurate and reliable. The research on this topic requires analysis of facts with the use of scientific methods. The scientific methods can help in collecting relevant data that assist in giving accurate results. This approach helps in arriving at a logical conclusion from the analysis of data.

3.4: RESEARCH APPROACH

The research approach depicts the plan and procedures selected by the researcher to progress forward in the research. It consists of the assumptions and steps taken by the researcher in different parts of the research. This section underline the details of the methods used in the collection of data, analysis of collected data into pertinent information. Therefore it states the method of interpretation of data. Research approaches can be categorized as inductive or deductive. Inductive research aims at deriving new theories from available data (Carnevale, 2016). The study uses *deductive approach.* Deductive research assists in gathering data that are relevant to the topic. In deductive approach, researchers attempt to identify the implications of certain facts or theories. The researcher in this approach tests the existing theories. This approach can help the researcher in understanding the relation between the well-being of employees and productivity on organizations.

Justification

Deductive method is used in this research as the study aims at drawing consequences from a certain theory. The study does not establish any new theory. This approach is useful in this study as it measures concepts and generalizes the findings. The reasoning for the study is derived from the analysis of particular to general. The data obtained from the study may be used in general situations, hence the deductive approach has been selected as it gives the opportunity to collect data from abundance sources. The research consists of testing a known theory in order to ascertain a phenomenon in particular circumstances. Therefore it requires an evaluation of the issues and the significance of the issues in an organizational context.

3.5: RESEARCH DESIGN

Research design comprises the overall strategies that are used to integrate framework of the study in a logical structure. This section of methodology, helps in answering questions of how can a research be conducted to make it successful. Therefore helping in identifies the manner in which the research may be conducted in order to accomplish the goals of the research. Framing research design helps in handling the research problem in an efficient way (Mayer, 2015). The different types of research designs are descriptive, explanatory and exploratory. Researchers selects the appropriate design based on the nature and purpose of the research. Hence, current study uses *descriptive research* design.

Justification

Descriptive research design is used in this research as it involves observation of the behaviour of the employees under distinct circumstances. This design helps in integrating qualitative and quantitative methods of collection of data. The research uses descriptive design as it is considered to be reliable. The present research requires, studying the impact of mental well-being of the employees on efficiency in the IT sector. Descriptive design in research aims at describing the selected population or situation in an accurate and systematic way. The research requires collection of quantifiable and qualitative data for analysis gathered by performing surveys and observations through semi structured interviews, which are commonly used in descriptive research. This design approach also facilitates understanding of the different phenomena associated with research (McCusker and Gunaydin, 2015). Therefore, Descriptive research has been identified as resourceful in explaining and validating objectives or hypothesis related to the topic.

3.6: RESEARCH STRATEGY

The research strategy consists of the actions plans of the researcher. It facilitates in progress of the research in a systematic way. Therefore, helping the researcher in staying focused on the objective of the research (Saldaña, 2015). It focuses on obtaining results and completion of the research on time. Furthermore, there are two methods for data collection, which are qualitative and quantitative methods. The quantitative method relies on numerical data for arriving at the result and in structured in nature. (Creswell and Poth, 2016). Therefore, qualitative methods involves collection of data through unstructured and informal means. The current research uses both *quantitative and qualitative methods* for collection of data. The information for the research is collected through survey along with semi structured interviews and systematically analysed to obtained information.

Justification

The use of the quantitative and qualitative methods helps in a detailed analysis of the given circumstances. The study requires an evaluation of the issues and the significance of the issues in an organizational context. In quantitative method, data is collected in randomized way. This helps in reducing biases and also in generalization of the results of the research. Therefore, these results of the research can then be applicable in other areas too. Use of quantitative methods lets the researcher obtain consistent results due to its reliance on numerical data (Antwi and Hamza, 2015). It is also necessary to have a keen sense of observation on the data which qualitative method is employed, in order to understand the extent of influence of mental state

on employees and productivity, Semi Structured interviews and official statistics can be resourceful in getting a brief insight into the situation.

3.7: SAMPLING TECHNIQUES

Sampling involves collection of data from the population for the research. Sampling is a process in research that relates to the collection of data from a population. The research requires collection of data from sources that are most relevant to the topic studied. Considering the entire population for obtaining data is a time consuming and complex process. Therefore, a population that is relevant is selected and involved in the research in an ethical way. The population chosen for collecting information from is called the **sample**. The population that may be able to give appropriate data on the problem are identified. Sampling is a method through which various sampling units are chosen. The research uses sampling in order to gather answers to the survey questions and semi structured interviews. The selected sample size for the survey needs to be connected to IT industry. This research uses random sampling method for deciding the sample. Otherwise Selection of inappropriate sample hampers the result of the research. Therefore, random sampling method is used for the study as it gives equal chance to the respondents participating in the survey (Etikan *et al.,* 2016). The sample chosen for the current research are people mostly associated with the information technology sector and few of them from other fields. Since the study focuses on studying the influence of mental health of the employee's productivity in the IT industry, therefore people associated with this industry can give appropriate contribution towards this research. The impact of mental health on the efficiency of the employees can be understood from the survey questions along with interviews conducted. The sample size is chosen from the IT and other sectors to answer the questionnaire. The random sampling method is used as it helps in elimination of bias.

3.8: DATA COLLECTION TECHNIQUES

The process of data collection facilitates in collection of information from sample population or other ethical sources which is relevant to the topic. In the following research data collection is done via quantitative and qualitative methods and other different criteria's such as observations, journals, survey questionnaire, focus group discussion and semi structured interviews (Palinkas *et al.,* 2015). The technique selected by the researcher depends on the nature of research. Therefore, there are two types of data that can be used in order to conduct and complete research: primary data and secondary data. Primary data is obtained from direct or indirect human interaction sources such as through interviews for qualitative analysis and surveys for quantitative analysis of statistical data. Meanwhile, secondary data is collected from sources which comprises of journals, books and magazines. Primary data is considered as authentic and more reliable as collected though human interaction (Cyr, 2016).The present research relies on primary data collection as survey and semi structured interviews method is employed for the collection of data. The data collection method needs to be free from bias. The current research uses data collection and analysis of data from *100* respondents that participated in the research. The researcher designed the survey and interview questions in order to get an insight into the thoughts of the respondents in relation with the prominence of mental health in their organization. One of the advantages of using this technique of data collection is that it enables the researcher to get an insight on the issues from large number of respondents (Sutton and Austin, 2015). The feedback of the respondents is instrumental in deriving desired results. A questionnaire is formed for the research which aims at understanding the perspectives of the employees about mental health and well-being in the information and technology sector. The questionnaire was designed to serve the purpose of the research in order to gain knowledge about the impact of mental health on productivity and efficiency of employee as well as organization.

3.9: DATA ANALYSIS PROCEDURE

The data analysis procedure describes the tools and technique used in analysis of the collected information. Data analysis involves the use of statistical techniques for evaluating data by compiling and interpreting result to a conclusive insight. Data analysis helps in compressing collected data into small fragments. Therefore, transforming data into valuable information for the research (Thanh and Thanh, 2015). Data analysis is important as it helps in analysing the data collected during the research due to difference in responses collected by each individual. Researcher then evaluate and analyse the recorded data in order to obtain the desired conclusion.

3.10: TIME HORIZON

There are generally two types of research horizon that are being used by the researcher, namely, longitudinal and the cross sectional. The longitudinal timeline extends over a period of time, whereas cross sectional one is restricted in a time frame. For the completion of the current research, to derive data about the well-being of the employees, the researchers have used the cross sectional timeline.

Justification

The major advantage that the researcher acquired from the cross-sectional study is that the time needed to collect the data did not affect the data collection process of the researcher. It didn't alter the gathered data significantly that might have hinder the researcher to get the appropriate conclusion of the current research topic.

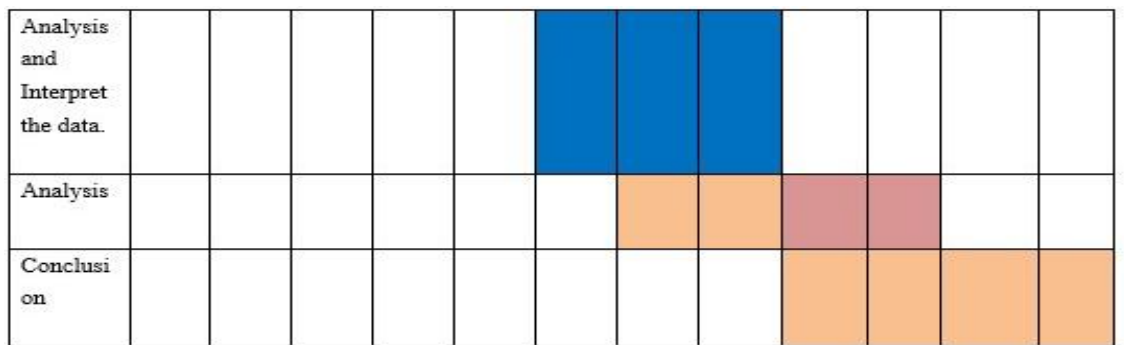| Main activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Select the subject	███											
Data Collection		███	███									
Formation of Research Plan		███	███	███								
Literature review				███	███							
Data Collection (Primary and secondary data sources)					███	███	███					

Figure 5 Gantt chart

(Source created by author)

3.11: ETHICAL CONSIDERATIONS

Ethical Consideration is a significant part of all research as ethics plays an important part in modern research. Ethical considerations set the standards that are laid down for the researchers as they set certain obligations for the researchers. The important research considerations are protecting data gathered during research, maintaining the privacy of the respondents. The researcher is bound to respect the privacy of the respondents as they are responsible for providing required information to the researcher. As per GDPR, maintaining privacy and safety of data is researcher's responsibility, while maintain the decency to work in an ethical way. Therefore, researcher must follow the doctrines of ethical consideration which includes maintaining secrecy, keeping the identity and information provided by the respondent private. Hence, ensuring the respondent that the given information will be destroyed after the completion of study and if compromised, it may result in penalty. The researcher needs to respect the dignity of the participants as well therefore, not to force them to provide any sought of information or participation. The researcher might be restrained from asking the questions that might invade the privacy of the participants or make them uncomfortable to respond.

Anonymity of the respondents taking part in the research is necessary therefore Confidentiality needs to be maintained during the whole research process. The consent of the participant needs to be taken for their involvement in the research, which should be in written form. The participants need to be made aware of the purpose and importance of the research clearly. The researcher is responsible for ensuring that the participants are not deceived. Any clarification demanded by the participants with respect to the research or survey may be clarified by the researcher. The researcher needs to refrain from disclosing misleading information. The researcher needs to ensure that the respondents voluntarily agrees to participate in the research. All sources used in the research need to be acknowledged by the researcher. The researcher adheres to the data protection Act 1998, in the course of the research.

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3.12: RESEARCH LIMITATIONS

The proceedings of a research are not free from obstacles. The limitations faced during the proceedings of this research are related to constraints in time and reliability of data. The research requires a considerable amount of information and analysis of that information. The limitation in time makes it difficult to gather data from all relevant sources. The survey and interviews required the involvement of many people. Some of the employees selected for the survey were unable to allot enough time for the survey. The data collected from the respondents may become a constraint because of the authenticity of the data. Whereas individuals providing information may hesitate from giving information. The issue is concerned with the mental well-being of employees. Employees and organizations may hesitate in providing relevant data. At times employees may hesitate in relating the issues they are facing. Organizations may fail to identify the impact of work pressure on the employees. The survey requires data to be authentic and reliable. In case the respondents provide wrong data, the research result obtained may lack accuracy. Limited information can cause problems for the research. Another limitation in the research is gathering enough data from various resources, as it is a time consuming affair and the study has limited time frame so it is difficult to go beyond the timeframe to gather data. Limited access to information was another constraint faced in the proceedings of the research. The reliability of the information provided by the respondents is significant for arriving at a right conclusion. The respondents may provide ambiguous information which might act as a constraint in the process of completion. Respondent may be hesitant in answering the questions honestly.

3.13: SUMMARY

The research methodology section discusses the methods adopted for the research. The methods adopted by the researcher acts as a guideline in arriving at results. The researcher follows the above-mentioned methods in the accomplishment of study. The methodology section has summarized the steps taken by the researcher in the progress of the research. The current research work was themed on the issue of mental health and well - being among employees in the IT sector. The necessity of mental health management and precautions have become more and more important with advancement in technology and technostress.

CHAPTER 4: DATA ANALYSIS:

What is the average age of the employee in IT sector?

100 responses

- 25-30
- 30-35
- 35-40
- 40-45
- more than 45
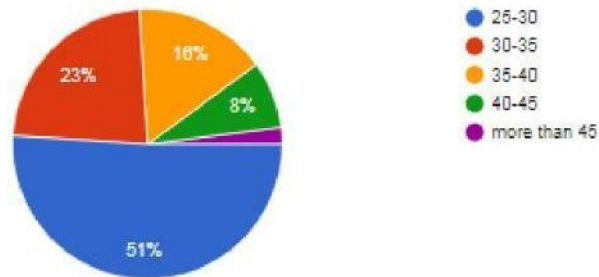
Based on the current survey and semi structured interviews, all 100 participants effectively participated in the research study, however evidence from the survey and interviews clearly projects the quantitative age prominence of employees within the IT sector industry. It presents that about half(51%) of the working population lies within the 30 years age group, which contributes towards the major population of employees providing information technology services to customers.

According to the report published by American Psychosocial Association (2012), this particular age group observed to be the most energetic, influential, ambitious and profitable workers. Also taking into account the highly dynamic nature of IT industry, employees in this age group tends to be more vulnerable to mental health issues

As per the semi structured interview it has also been recorded that being in this particular age group, employee may have the responsibility to act as a mentor for its subordinates while maintaining the level of assistance required by their superiors to maintain equilibrium within the organization. Thereupon, indicating how essential it is to have a healthy working atmosphere for unhindered operations of the IT firm (Mohsin, 2004).
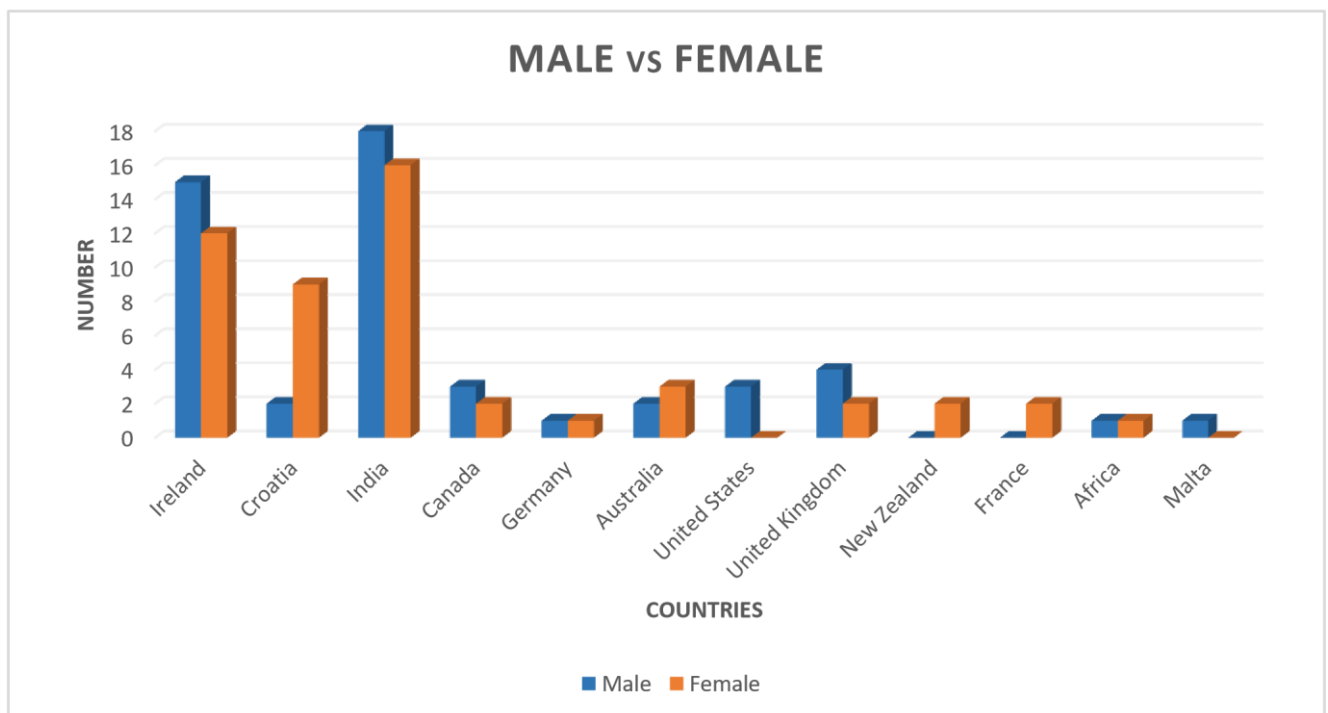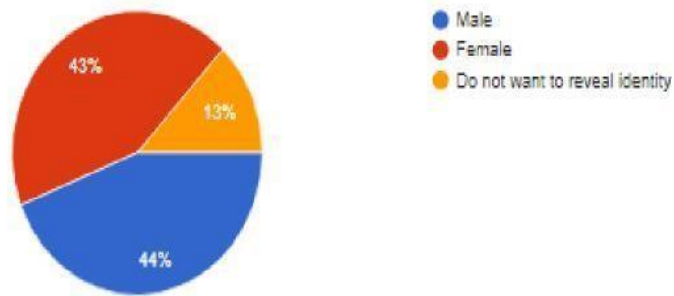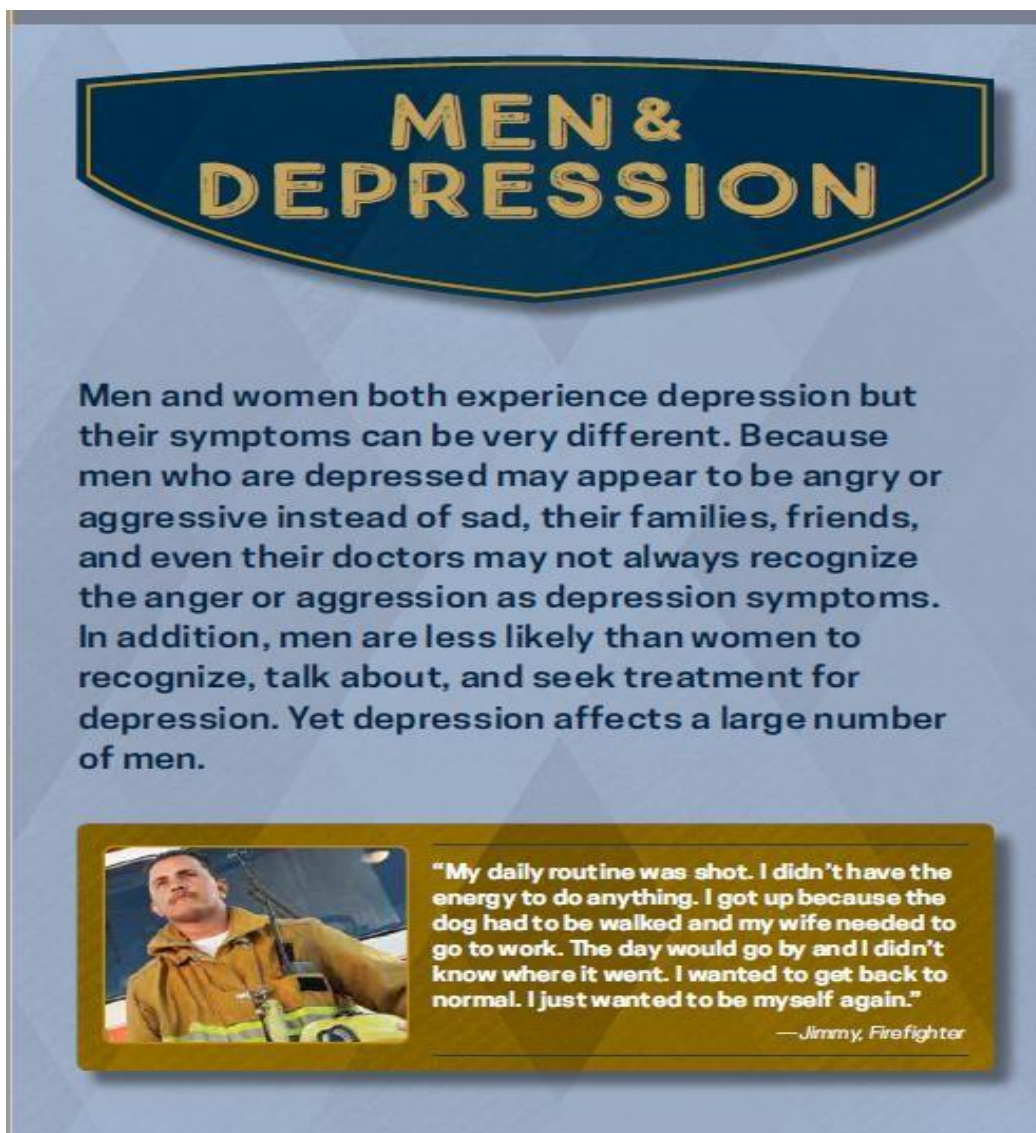
What is your gender identity?

Figure 6: Male Vs female ratio chart

(Source: As created by author)

The above displayed data chart identifies the gender prominence within the participants in order to conduct our research which clearly showcases male IT professionals as a major respondent when it comes to mental health. The survey claims equal representation by men and women participants in the survey, while a definitive amount of people (13%) shows reluctancy towards their gender identity. This clearly indicates their mental introverted ness due to the impacts of a gender biased community or society (Brown, 1979). It has laid negative impacts on their mental health preservation through prohibited sexual freedom.

According to our survey and semi structured interviews, male section of IT sector has been recorded as more vulnerable to mental health issues in comparison to females. As per the responses collected it has been observed that being a masculine gender in the society puts more pressure on males as they hesitate or feel ashamed to talk about these problems evidently showcasing the negative impact of gender stereotyping on their mental health (Verma, Balhara & Gupta, 2011).

Upon further research, one of the respondent provided with a remark that we live in the society which has a perception of "Oh he is a man he can handle everything" Thus making them more vulnerable than female to experience problems related to mental health.

Figure 7: Men are more Vulnerable

(https://www.nimh.nih.gov/health/publications/men-and-depression/mendepression508_142046.pdf)

Do you think that the productivity of the IT sector is dependent on employee well-being?

99 responses
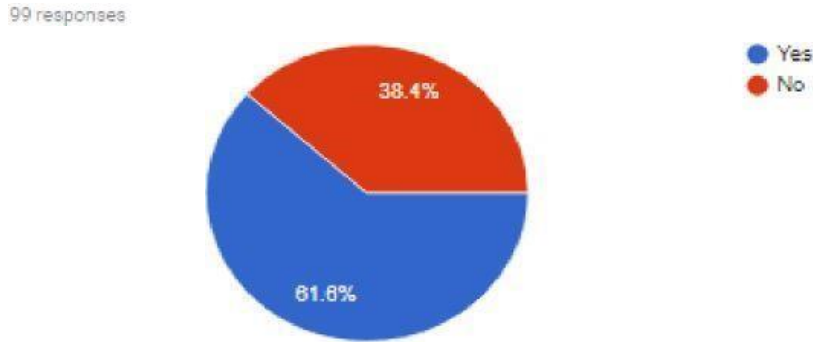
Above displayed data presents that, majority (61.6%) of the candidates responded that an organization's productivity, especially in an IT firm, is correlated to employee well-being which co-aligns with the evidence provided in literature review section. Besides that, (38.4%) believe that hard-work, dedication and focus are the keys factors for the better work .productivity rather than mental well-being. Mental health being a very fragile aspect of life (Edman, 2012), which requires intricate study about distinct variations in our survey results appropriately.

In addition, the survey results have been reflective of the fact that the mental health and well-being of the employee are the two influential factors for the revival of work productivity. Therefore, it can be achieved through significant participation and involvement of the employees towards mutual goals within the organization. (Bartel *et al*., 2011).

Taking in to account the fact about immense competition in IT sector, it is necessary to identify these issues in early stages with controlled management of behaviour because stress at workplace can create an imbalance in the professional as well as personal life too (Singh & Sinha, 1986).

Do you think that the optimizing of the mental health of employees would cater to work productivity?

93 responses
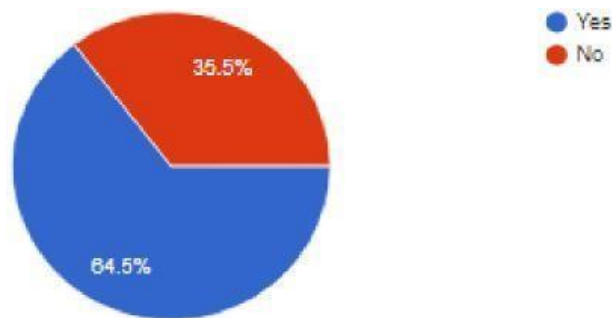
The above survey clearly demonstrates that majority of respondents supported the fact that work productivity is directly related to optimal mental health of the employees. According to Schwartz and McCarthy (2007), a person can only be productive in their job role if he/she allocate his limitless source of energy efficiently in a given period of time.

As per the opinion of the majority respondents, considerable presence, productivity and focus of the employees within IT organization can be propagated by providing them with necessary supportive and peaceful working environment. Therefore, improved reward system, motivation and sense of appreciation towards their employees are identified as some of the valuable measures that are required to be taken by the IT sector companies in order to ascertain the optimal mental health and well-being of its employees (Olanye & Eyela, 2017).

An integrated work mechanism is required to be categorized in the workplace reducing the workload pressure on the employees. However, this factor can act as an encouragement and can prevent the case of absenteeism.

Contrarily, 35.5 percent of the respondents did not confer and agrees to a similar opinion regarding this factor. *"According to them one should focus on their aim and remember the reason why they were hired within the organization ignoring all other factors"*. Furthermore, some responded were also observed to be offended as *"According to them, workplace is not a place to make yourself comfortable, it's a stage where you can showcase your talent and skills, and tell the world what makes you different from others"*. *"You should learn, to tackle stress while being at work rather than getting stressed by it"*. Sometimes Mental stress can act as an element of motivation thus helping employee to unveil their true potential (Benson, 2005).

Is Job satisfaction is related to the well-being of the employees?

96 responses
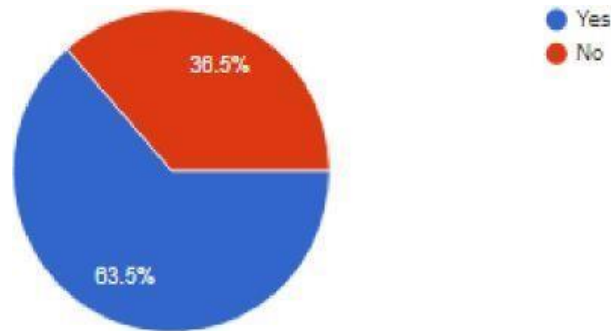
As per the research, it can be observed that for majority of respondents, job satisfaction plays a vital role towards employee's well-being within an organization. In layman's words job satisfaction can be defined as employee's level of likeness and willingness towards their work (Locke, 1976).

It has been emerged that the term job satisfaction and work productivity are also interconnected as this determines employees' level of response towards their job role. Therefore, in a nutshell, greater satisfaction leads to a happier and stress free mind thus enhancing work performance (Harter *et al.*, 2003).

"*Someone who makes $10000/month is not happy as compared to someone who earns $1000/month*" (Bryson & Dale-Olsen, 2012), about 36.5 percentage of the participants had been denied to this fact and responded with job role, position level and wages as a factor of job satisfaction even if they didn't like their job. According to Spector (1997), work, wages, position and environment in an organization are identified as some of the element which builds up the sense of job satisfaction in employees.

Design of the workspace is related to the overall well-being of the workplace?

100 responses
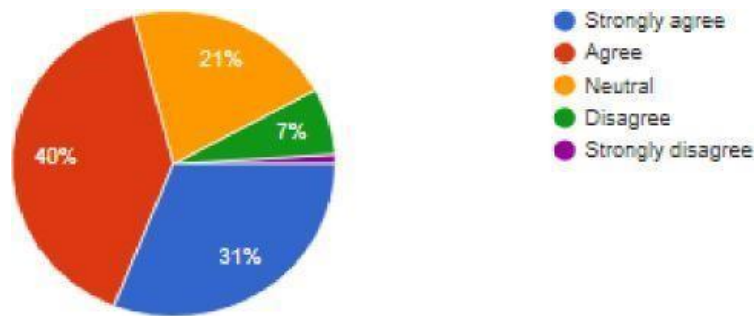
Design of the workspace can have a significant effect on mental and physical well-being of employees working in IT sector as. It has been observed that employees spend approximately 1/3rd of their day working (Veitch, 2011). Therefore, inappropriate physical and social design structure can easily create a negative impact on their productivity due to loss of focus (Aries, Veitch & Newsham, 2010).

Based on the survey result, it can be observed that the majority of the respondents have agreed to this statement because it is based on their perception. They think that an attractive ambience and work friendly design of the workplace can improve the well-being of the workforce. Along with that, positive social interaction among employee can encourage friendly and comfortable environment in the workplace.

According to author Archea (1977) organization's structural and architectural design can be influential towards employee's behavioural change. Therefore, it is essential to consider workforce as an asset towards enhancement of organizational reputation and profitability within industry.

Subsequently, some of them have been observed to be neutral about this question. However, minority of respondents have disagreed to this statement and responded with improved systematic reporting structure within organization, as a sole factor of motivation towards employees' productivity. At last it can be concluded that for this section employees, consistency in the work performance could be maintained through a sustainable balance of communication among employees in the workplace (Becker & Steele, 1995).

Does Inclusionary culture and collaborative welfare inculcates towards significant work performance?
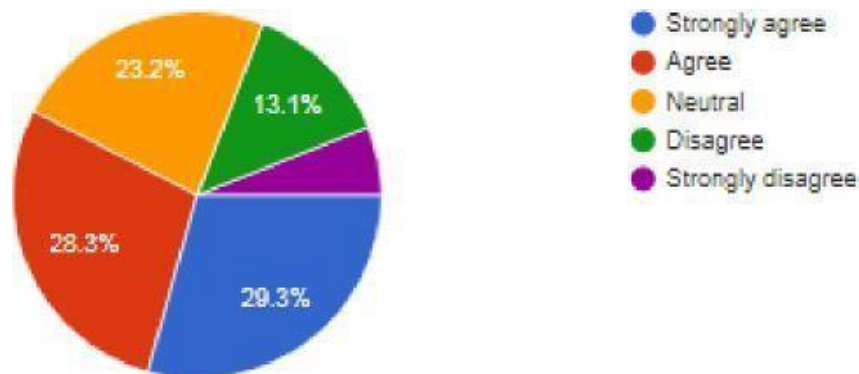
From the study conducted, it is evident that inclusionary culture is essential for the retention and involvement of the employees. Perfect evidence was provided in the *article published by the CEO of Dimensions Kosher, Sam Mashiach. (2014) who reviewed the story of Ricardo Semler in 1980 ,who fired most of the management and gave authority of decision making operations to the employees after taking over the charge of company Sem Co. and hence managed to increase the profitability index of the company from $9m to $200m.*

From the above example it can be observed that engagement of the employees within the organization could be enhanced through the sense of motivation and appreciation of employee work in the workplace (Chaudhary, 2017).

Majority of the participants have presented their consent regarding the maintenance of diversification in the work sector and also suggested that collaborative and creative ideas can guide employee's mind towards effective innovation within the company. Therefore enhancing performance and well-being through the facilitation of team work with equal opportunity and participation in decision making process.

Increased profitability and additional opportunity could be entailed through the implementation of inclusionary culture. Therefore, escalating employee retention rate and willingness to excel in their job role within the organization (Uddin, Mahmood & Fan, 2019).

Does cooperation in the work sector boosts confidence amongst the employees?
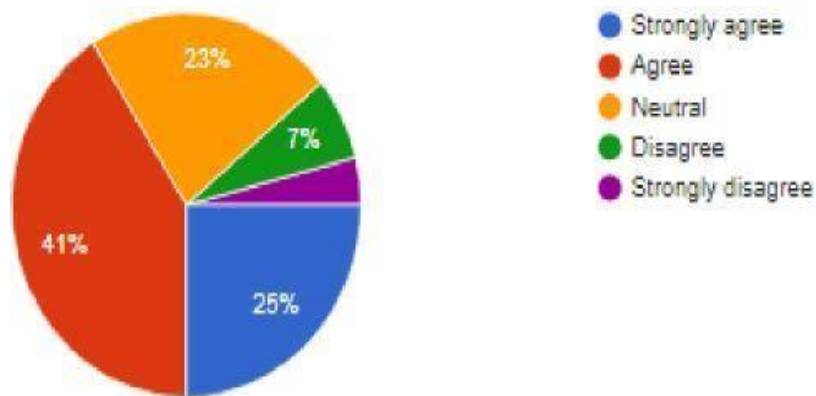
As per the survey and semi structured interviews, it has been observed that cooperative and collaborative relationship among the employees of the IT sector might boost the confidence of other employees as well. This might enhance the employee engagement and involvement in increasing the productivity of his/her subordinates and the company. The mutual trust and the respect between the employees are very essential. Therefore, it is necessary to have transparent and effective communication channel between the employees and different levels which can leads to smooth flow of information thus also helping the organization to prevent any type of discrimination or harassment in the work environment.

Do you think discrimination in the workplace impacts employee well-being?
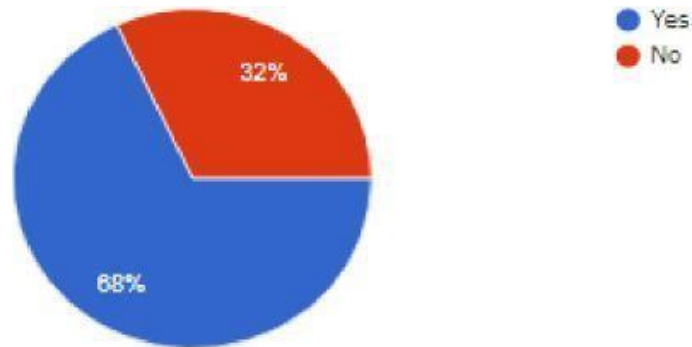
Based on our research, it is quite evident that the majority of respondents (68%) have supported this statement and agreed to the fact that the positive relationship between employees from various ethnicity, helps to develop a friendly and peaceful work environment (England, 2018).

As our survey involves audience from distinct region and demographics, it has been recorded that discrimination based on religious belief and ethnicity can cause hindrances within the workplace. Therefore, causing adverse effects on one's state of mind which ultimately results in downfall in their work productivity due to unhealthy work environment (Regmi, Naidoo & Regmi, 2009). However, if the trust and positive ambiance can be created among the employees, their mental growth can be easily improved.

An example was recorded provided by one of the respondents on how racist jokes can act as an ice breaker between people from different ethnicity as a pure sense of humour and no one gets offended. However, some respondents have disagreed with this statement and it has been observed that they have no idea how discrimination can affect employees mental health. Therefore. It has been recorded that due to lack of experience, they had no clue about how hard it can be to maintain and improve mental well-being in these circumstances.

Can mental health prevention program within IT sector influences employee well-being?

100 responses
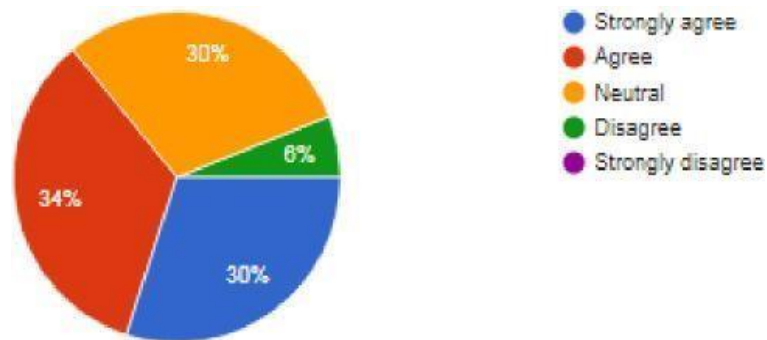
It is important to assess and understand the condition of mental health issues in employees at early stage in order to ascertain better work-performance within IT sector organization (Rajgopal, 2010). According to the letter published by Harvard medical school (2010), In order to minimize work stress among employees, employer must understand his contribution towards mental well-being of the staff and must provide them with necessary support in order to minimize stress among employees.

According to the above survey, it can be easily analysed that all of the respondents have responded to the specific statement regarding the mental health prevention programs within the IT sectors that can influence the well-being of employees. It is evident that, majority of the respondents have supported, and it had been observed that the problems in the IT sectors can be easily prevented with implementation of necessary measure. For instance, "*work from home and flexible working hours are considered as few of the most effective initiatives to make employees stress free. Therefore, improves their motivation towards the firm which automatically leads to good mental health.* Thus resulting in increased overall productivity of employee as well as the business (Bryson *et.al* 2017).

Along with that, nearly same numbers of respondents have given the neutral response because they also think that the programs that are organized by the firm and the management team can also be helpful to influence various employees in different circumstances and their well-being to distinct levels. Along with that, very less amount of respondents have also responded negatively as they think that the programs to prevent can create an adverse effect on the employees which doesn't support this issue and can create a sense of jealousy because they can have a non-supportive perception towards the employees whose mental health-related conditions can create an impact on their physical conditional improvement and productivity.

CHAPTER 5: FINDINGS AND DISCUSSIONS

While conducting this research, people from various other fields were also involved through semi structured interviews. As per the collected data, it has been observed that employees working in IT sector are most vulnerable to mental health problems which directly affects the productivity within the organization.

Precisely, the employees are the backbone of every organization. Their productivity and the profitability of an organization depend on the capability and the competences of the employees. Therefore, it is very important to keep a constant eye on the well-being of the employees in the workplace. Significant evidence can be retrieved from the first theme of the literature review as well as from survey that depicts that the management of the organization are responsible for the mental well-being of the employees regardless of the size and the type of the organization.

Workload has been recorded as one of the central reasons behind the poor mental health and the absenteeism of the employees. Heavy workload can increase stress level among the employees when they do not feel valued according to their contribution. Thus, causing a feeling of dissatisfaction into them about their own skills and capability, hence resulting in self-demotivation. This ultimately results in the degradation in involvement with their own work and lessened engagement with the organization.

The poor work environment, structure or design can also be a major reason behind the poor mental health of the employees. As gathered from the sample size, due to improper working conditions, employees have to deal with some major mental health problems like depression, hypertension, self- doubt, insecurity and anxiety which can leads to disturbance in professional as well as their personal lives.

5.1: A SLIENT WAR BETWEEN BRAIN AND HEART.

It has been emerged from the study conducted that mental well-being has become one of the most undisclosed issue as most of the respondents indicated that they were unaware about the fact that it is a communication between brain and heart. Difficulty arises, when the brain and heart goes on word war against each other. Therefore poor mental health can be acknowledged as a word war between brain and heart which seems to work in two different directions. **Brains notifies on things which are right and hearts informs you about the things you like**. A constant battle between these two gives rises to stress which can then be mental, emotional or physical.

Common signs of behaviour which was observed and recorded were-- Enormous amount of uncontrolled anger, creation of an imaginary situation and overthinking on it, emotional breakdown, panic attack, overflow of emotions which are not in their control thus resulting in degradation of their thinking power and emotional detachment from people.

From the research, it has been perceived and recorded that sometimes these issues can push individuals towards drugs or alcohol addiction. For some respondents these were considered as an escape route from reality, "*you reap what you sow*", therefore, according to the response collected these thing were eventually recorded to be harmful. Thus, deteriorating mental as well as the physical health of an individual.

While conducting the survey, respondents who disagreed in this subject provided with feedback that everything depends on one's state of mind, background, and knowledge about the job role and to what extent they let these thing affect them.

After keen observation it has been found that mental-illness can affect each person differently as some can get stressed about career and another due to of non-supportive colleagues or family or by getting disrespected. Therefore resulting in demotivation. Each person shows different signs of behaviour abnormality under different stress situations.

With the diversification of the IT culture, the leaders of the organization are becoming more aware about the importance of their contribution and the responsibilities towards well-being of their employees. Therefore, a toxic company culture can be an obstacle for the personal as well as organizational growth. Bounders and the margins are an important aspect of life, therefore, there must be enough balance between the work and personal lives of the employees. It is very essential for every organization to promote health and well-being activities in the organization. In addition to morale, it can help the organization to improve its reputation as well as productivity.

5.2: SUMMARY

After analysing the data collected from the past studies and the current research it has been observed that the mental health illness is not a disease or a problem in an individual's personality, rather it can be explained as a set of situation or circumstance which anyone can be trapped into as these emotions are difficult to be expressed in words. Moreover no one can escape from these conditions because people can experience these issues from anything, for instance, desolated relationship with friends, partner or colleagues are the most hazardous and vulnerable situations to mental health, as a person is stuck between a thought of moving on or keep on trying in an attempt to make things better.

In the final analysis it has been found that, the accurate source for mental health problems can never be identified because it's different for every individual as we all are different, we don't have same lifestyle or life. For some, situations can be less stressful, but for others it can be like their world just got upside down. Therefore, it can be concluded that problem and solution both lies within ourselves and can be restraint to certain extent.

CHAPTER 6: CONCLUSION & RECOMMENDATION

This section of the research will highlight the summarised pattern of our findings and analysis conducted while completing this research. It will also emphasize on the significance of the interrelation between employee's mental well-being and organisational culture in IT sector while presenting the interdepdency of employee's productivity and performance capability on their mental health. Furthermore, refer appendix, for personal recommendation on the improvement of individual's mental health.

It was instrumental in understanding whether the culture of the organization has the capability of influencing the mental health and well-being of the employees. Consequently, this objective was achieved through the analyses of the literature. The management policies determine the culture of an organization by defining the shared values, mission, and vision of an organization. Therefore, culture directly influences the mental state of the employee, for example, excessive job pressure can have an adverse effect on the mental health of the employees.

The organizational culture prevalent in the IT sector and the various aspects of a company's culture that affect the employee's mental well-being are analysed in the literature review section. It was discovered from the analysis that factors like job stress and job security are relevant in employee mental well-being. A stressed employee is unable to perform competently and efficiently. Taking into account the dynamic nature of IT industry, techno stress is recorded to be the sole contributor towards adverse mental health. Consequently, it can be said that this objective was achieved as the theoretical study and the survey indicated that productivity in the IT sector was impacted by the mental well-being of the employees.

Employee productivity is observed to be directly related to their mental well-being within an organisation, which are extensively influenced by the factors like the work environment, job stress, autonomy and job load. Therefore, these factors have been identified to have a potential impact on their performance. The survey ascertained this alignment as productivity was found in the relation of the mental health of individuals with performance. A large number of respondents affirmed that the productivity is depended on mental well-being of the employee. Identifying these factors was relevant for the study as these factors decide whether the employee has job satisfaction or not as the survey confirms that job satisfaction as one of the factors that the influence mental health of the employee.

Based on the findings, mental health and well- being has been identified as the most essential factor for an individual working in an IT sector, in order to have a peaceful and stress free professional or personal life. It has been perceived from the study that both personal and work-related reasons could cause stress and hamper employee performance. Consequently, causing an adverse effect on physical health such as fatigue, headaches and back pain.

In conclusion, it has been verified that the organisational culture, work environment, job load, job stress and job security are some of the most influential factor for the employee working in IT sector. Therefore factors identified in the study must be given priority by the organizations. Concentrating on these factors can boost the mental health of the employees. Hence, by allowing flexible working hours and empowering employees' increases their confidence as it provide the freedom to work with ease. Thus facilitating in enhanced performance capability and in well-being of employees.

The culture of an organization is important in the mental well-being of the employees. Organizations can design their culture in a way that it promotes a healthy working environment. Using open-door policies and flexible work environment can bring transparency to the organization. My research shows that effective and transparent communication facilitates the well-being of employees in the IT sector. Thus, encouraging employees to work without hesitation and concentrate on their work. Flexible work environment let the employee relax and a relaxing atmosphere can let the employee work proficiently. Employee engagement and empowerment were also identified as conspicuous contributors to well-being. In addition, supportive culture was observed as a crucial element in the promotion of a healthy work culture as employees find it easier to work in a company whose culture is inclusive and supportive,

Preventative programs: Organizations must take necessary effort in uncovering the root causes of the problems by initiating the preventive programs to deal with stress. The workplace can promote such programs in order to ensure that the employee's problems with stress are handled efficiently. Therefore, employees and management participating in such programs makes it possible for the employees to handle stress. The management needs to be vigilant and ensure that the employees are not overburdened with work. Circumstances that can affect the mental state of an employee need to be identified. Such identifications can help organizations in resolving problems from the beginning.

As discussed previously in the literature review section, the relation between the performance of the organization and the well-being of the employee. Subsequently it was found in the study that the mental health of the employees could affect their performance eventually degrading the profitability index of a company. Even though the literature discusses these aspects of employee's well-being and organisational performance, yet the objective was not achieved successfully. Hence, can be used as the reference of study for future researchers.

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APPENDIX

Listen to whom brain or heart? Question of the decade!!

Every situation requires different reaction and action some with brain and some with heart.

1. It is very important to make yourself strong in early stage, otherwise this can lead to deterioration of our thinking and emotional power.

2. In order to control this thing, we have to make a habit of pushing ourselves to not to overthink about anything, don't expect anything from anyone, be your own master, Ignore certain things, overthinking won't change anything but to make it worse, don't think anything negative, and remind this thing always, the only thing that can affect is you is you, everything or everybody else is temporary, you with you is permanent from born till death. Think about yourself first, if you can't make yourself happy then no one can, Rather than looking for solution outside, peep inside yourself.

3. The only way to achieve mental peace is to achieve peace with yourself first. NO one can and no will help us No matter what we do, if we don't have mental peace in the things we do, then we can never be happy, we can only make others happy by giving up our own mental peace.

4. Understand one thing, controlling this can be very hard, super hard or feels like just next to impossible, but we can never succeed if we won't try, and make this thing a habit of trying and pushing yourself, don't let your brain talk to your heart or vice versa. Because this thing also started because you made it a habit of getting stressed or sad or anything without any valid reason, so why not chose a better side? Once you starting thinking, you will eventually start doing.

5. If you feel like saying no to something, say no, don't like something say it, never do anything that you don't want or don't like, this is your life, don't make a habit of living for others, if you feel like yelling then yell, crying then cry, but do it alone, never show your weakness to anyone other than to yourself. This thing will make you stronger in this world full of stress.

6. For people who just think too much about their future and then start getting scared, my personal advice to them is , it's great you are thinking about it, but is it worth losing your peace in present for the thing which you may or may not get in future. May be this thing will work out, may be all your dreams will come true. But try to live in the moment. Enjoy now because for things you are getting scared now, may not exists because you never know, when you take exit from this world. Live your life or die trying, don't run behind happiness, just keep yourself going and eventually happiness will find you. It's time to forget this thing of thinking outside the box, think like there is **no box anymore**, your

thinking has no limitations now, power with infinite capacity can be disastrous or lifesaving, As seen in the movie of "marvels avengers endgame", stones which are used to destroy half of the universe, the same stones were only used to save the universe again and the same stones were used to destroy stones themselves. Now realise the power of your thinking, it has the same affect, it can make you happy, sad or mental, choose your action wisely.

7. Our human mind is very funny, on one side you crave for something and start enjoying by imagining what if I have this or that, after you succeed in getting it, you starting getting scared of losing it. What worse can happen, you were without it before and you are without it now? So why not enjoy that specific moment, if it meant to be it will be, don't manipulate it with your expert advice.

8. Try the power of optimism and positive thinking every time you face something, because, now the time has come to know your weaknesses first and then your strength,

9. Follow my rule of No SAND (stress, anxiety, nervousness and depression). Think about sand, what does this mean? Let me tell you, try to grab sand in your hand, what do you observe? That eventually sand is going to slip away from your hand and all you will left with empty fist. Do the same thing with you thoughts, grab them and let them slip away, so that all you have is empty mind to focus on other productive things.

10. What will happen if you do some add-on in the sand like water? The sand will turn into MUD (mind under depression), which is going to spoil your hands, clothes and everything. The same happens when you put some add-on things in your thinking, its will harm us to such an extent, that we can't even think of and if we combine it with external world , it will just grow, so don't plant a seed in your brain , plant it in real world, everyone needs it.

11. The Three 8s Rule. For good mental health spend your days with 8 hrs of work, 8 for sleep and 8 for personal life.