

Workplace Mental Health as a Determinant of Employee Performance in Business Organizations

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ABSTRACT

Workplace mental health has emerged as a critical factor influencing employee performance in modern organizations. Grounded in the Job Demands–Resources (JD-R) Theory and the Conservation of Resources (COR) Theory, this study examined workplace mental health as a determinant of employee performance among selected private business organizations in Metro Manila. A quantitative descriptive–correlational research design was employed, involving fifty (50) employees selected through purposive sampling. Data were collected using a structured questionnaire validated through the Content Validity Index (CVI) and tested for reliability using Cronbach's Alpha. Statistical tools included weighted mean, Pearson

Product–Moment Correlation, and simple linear regression at a 0.05 level of significance. Findings revealed high levels of stress ($M = 3.73$), anxiety ($M = 3.54$), and burnout ($M = 3.62$), alongside high perceived organizational support ($M = 4.07$). Employee performance indicators were also high, particularly task performance ($M = 4.17$) and productivity ($M = 4.05$). Pearson correlation analysis indicated a strong, negative, and significant relationship between workplace mental health and employee performance ($r = -0.684$, $p < 0.05$). Regression analysis showed that workplace mental health significantly predicts employee performance ($\beta = -0.684$), explaining 46.8% of the variance ($R^2 = 0.468$). The study concludes that workplace mental health is a significant determinant of employee performance. Organizations are encouraged to implement structured mental health programs to sustain productivity and organizational effectiveness.

Keywords: *workplace mental health, employee performance, burnout, organizational support, regression analysis.*

INTRODUCTION

Workplace mental health has become an increasingly important concern in organizational settings due to rising job demands, technological changes, and performance pressures. Psychological conditions such as stress, anxiety, and burnout significantly influence employee well-being and productivity. The World Health Organization (2022) reports that mental health issues account for approximately 12 billion lost working days annually, highlighting their economic and organizational impact. Existing studies have established that poor mental health negatively affects job performance, organizational commitment, and productivity. For instance, burnout has been shown to reduce task performance and increase turnover intention, while psychological distress decreases work engagement and efficiency. The Job Demands–Resources (JD-R) Theory explains that excessive job demands lead to psychological strain, whereas

organizational resources enhance engagement and performance. Similarly, the Conservation of Resources (COR) Theory posits that individuals strive to maintain psychological resources, and their depletion results in stress and reduced performance. Despite extensive global research, limited empirical studies have examined workplace mental health as a determinant of employee performance within Philippine business organizations. This study addresses this gap by analyzing the predictive relationship between workplace mental health and employee performance.

Specifically, this study aims to:

1. Assess the level of workplace mental health in terms of stress, anxiety, burnout, and organizational support;
2. Determine the level of employee performance.
3. Examine the relationship between workplace mental health and employee performance.
4. Determine whether workplace mental health significantly predicts employee performance.

METHODS

Research Design

This study employed a quantitative descriptive–correlational design to examine the relationship between workplace mental health and employee performance.

Participants

Fifty (50) employees from selected private business organizations in Metro Manila were chosen using purposive sampling. Participants had at least six months of work experience and voluntarily participated in the study.

Instruments

Data were collected using a structured questionnaire consisting of two sections: Workplace Mental Health (stress, anxiety, burnout, organizational support) Employee Performance (task performance, productivity, commitment, absenteeism/presentism). Content validity was established using the Content Validity Index (CVI), and reliability was confirmed using Cronbach's Alpha ($\alpha \geq 0.70$).

Data Analysis

Statistical tools included: Weighted Mean – to describe variable levels. Pearson Correlation (r) – to test relationships. Simple Linear Regression – to determine predictive influence A 0.05 level of significance was used.

Ethical Considerations

Participation was voluntary, with informed consent obtained. Confidentiality and anonymity were strictly maintained.

RESULTS

Respondents reported high levels of workplace mental health strain, including stress ($M = 3.73$), anxiety ($M = 3.54$), and burnout ($M = 3.62$), alongside high perceived organizational support ($M = 4.07$).

Employee performance indicators were also high, particularly task performance ($M = 4.17$), productivity ($M = 4.05$), and organizational commitment ($M = 3.98$), while absenteeism/presenteeism was moderate ($M = 3.42$). Pearson correlation analysis revealed a strong negative relationship between workplace mental

health and employee performance ($r = -0.684$, $p < 0.05$), indicating that increased psychological strain is associated with decreased performance. Regression analysis further showed that workplace mental health significantly predicts employee performance ($\beta = -0.684$), explaining 46.8% of the variance ($R^2 = 0.468$).

DISCUSSION

The findings confirm that workplace mental health significantly influences employee performance. High levels of stress, anxiety, and burnout reflect the health impairment process described in the JD-R Theory, where excessive job demands lead to psychological strain and reduced effectiveness. Despite high psychological strain, employee performance remained high, suggesting a “performance-at-a-cost” condition. Employees continue to meet expectations but at the risk of long-term burnout and reduced well-being. This aligns with previous studies indicating that employees may sustain productivity temporarily despite mental health challenges. The high level of perceived organizational support highlights its buffering role, consistent with both JD-R and COR theories. Organizational resources help mitigate stress and maintain performance, although they may not fully eliminate the negative effects of prolonged psychological strain. The regression results demonstrate that workplace mental health is a substantial predictor of performance, explaining nearly half of the variance. This emphasizes that mental health is not merely a personal issue but a strategic organizational factor affecting productivity and sustainability.

CONCLUSION

Workplace mental health significantly determines employee performance in business organizations. While employees maintain high productivity levels, underlying psychological strain poses risks to long-term sustainability. Organizations must recognize mental health as a critical driver of performance and implement proactive interventions to support employee well-being.

Recommendations

Organizations are encouraged to:

- Implement structured mental health programs and counseling services
- Strengthen organizational support systems and leadership practices
- Improve workload management to reduce burnout
- Promote work-life balance through flexible policies
- Integrate mental health into human resource strategies

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