

MENTAL HEALTH AT WORKPLACE-ANTECEDENTS & CONSEQUENCES

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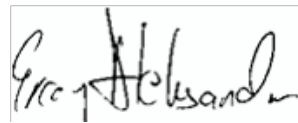
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ABSTRACT
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This study investigates the antecedents and consequences of employee mental health in the Information Technology (IT) sector, with specific reference to IT professionals in Hyderabad, India. The primary aim of the research is to examine how selected organizational factors influence employee mental health and how mental health, in turn, affects key work-related outcomes. Drawing on the “Job Demands-Resources” framework and positive organizational behavior literature, the study focuses on four workplace antecedents. Data were collected from 386 IT employees using a structured questionnaire comprising validated scales from previous empirical studies. The sample was strictly selected through a convenience sampling method which confirmed accessibility with a reasonable effort at diversifying the demographic samples. The questionnaire incorporated Likert-scale items adapted from already existing established instruments in the past studies. Descriptive statistics were used to profile respondents and summarize key constructs. Inferential statistical techniques were used to test the hypotheses and to explore the strength, direction, and significance of relationships in various measures such as correlation, multiple regression, ANOVA using SPSS. The findings reveal that all four organizational antecedents significantly predict employee mental health, which subsequently shows a strong positive relationship with “job satisfaction, organizational commitment, and employee engagement”. Demographic variables such as age, gender, and work experience were found to moderate certain mental health outcomes.

Keywords: Workplace Mental Health, Work-Life Balance, Supportive Leadership, Organizational Justice, IT Sector

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CHAPTER I INTRODUCTION

1.1. Relevant Background

Mental health has evolved from being a private, stigmatized topic to a major domain of focus in organizational studies. In a way, mental health is also a human rights issue and related to performances-critical health issues across different domains like organizational psychology, Human Resource Management, and Occupational Health. Mental well-being affects how individuals think (cognitive functioning), how they feel (emotional health), and how they enact (behavioral responses) at the workplace. Hence, whether an employee can think through complex tasks, cooperate with others, work under pressure, and keep motivated determines by whether an employee has mental well-being or not.

The work environments are stressing and become much more demanding, with shorter business cycles, availability at all hours, and the emergence of the gig economy, which leads to stress and burnout in many areas of life. As several global reports have declared, like those by the “World Health Organization” (WHO, 2022), they have been showing alarming trends with respect to the increasing incidence of mental health problems derived from workplaces, mostly arising out of overwork, perceived low autonomy, toxic leadership, job insecurity, and lack of support.

The work of Harnois and Gabriel (2000) for the “International Labour Organization” (ILO) emphasized that a mental health workplace neglect leads to social and economic losses. Employers without healthy mental workplaces would see higher turnover, increased absenteeism, and lower overall productivity. The importance of this issue as a health one thus could extend to a strategic approach.

Historically, the term mental health has been defined in clinical terms-focus was on diagnosable mental illnesses such as depression, anxiety, or burnout. However, the contemporary perspective, especially in organizational research, takes a positive psychology angle-mental health is viewed as the state of optimal functioning. According to WHO (2022), mental health is a “state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively, and

is able to contribute to his or her community.” With this definition, mental health got stretched to include thriving and not merely survival.

In line with this, Keyes (2002) posits the Mental Health Continuum Model, placing mental health on a continuum from flourishing (optimal mental well-being), languishing (low well-being without mental illness), to mentally unwell (with mental illness). The model becomes quite useful in organizational literature since many employees find themselves in situations where they are not clinically diagnosed but feel their emotional resources drained, disengaged, or demotivated-these states surely affect work outcomes.

The literature of organizational behavior associates matters of mental health with other variables, such as job satisfaction, employee engagement, and organizational commitment. Mentally healthy employees report higher levels of affective commitment and involvement with their jobs (Wright and Cropanzano, 2000). Conversely, poor mental health may result in absenteeism, presenteeism, and turnover intention (Johns, 2010), damaging team cohesion and overall organizational performance.

Workplace stressors are those elements with a negative influence, from role ambiguity, lack of support, job insecurity, and excessive workload that can work adversely against the psychological well-being of the employee (Bakker and Demerouti, 2007; Kahn and Byosiore, 1992). The JD-R approach offers a useful theoretical reference, maintaining that high demands could drain the mental resources of individuals and thus cause burnout, while having access to resources can assist in promoting engagement among employees and acting as buffers to stress. Mental health is affected by culture, organizational climate, and industry specific challenges. For instance, in high performance settings such as IT, chronic stress or burnout might be normalized as part of the work. Thus, it becomes critical to frame mental health in a context-sensitive way rather than being clinically oriented. Leaders must grasp how workplace norms, leadership conduct, and HR practices shape the experiences of employees in terms of psychological safety and well-being (Edmondson, 1999).

Furthermore, psychological safety has also been increasingly been considered a crucial condition for mental health and team learning (Kahn, 1990; Edmondson, 1999). When they

feel safe, employees will be more willing to voice out concerns, acknowledge their mistakes, and seek assistance when dealing with mental stress.

Conceptualizing Mental Health in Organizational Settings

Comprehension of mental health at work involves abandoning the traditional clinical definitions viewed solely at mental illness absence. The World Health Organization (2022) interprets this to redefine positive, but functional meanings as mental health; “a state that enables an individual to cope effectively with the everyday stresses of life, realize one’s potential and abilities, continually learn, and work productively while contributing meaningfully to his or her community and workplace”. This broadening makes mental health more than just avoiding conditions such as depression or anxiety; it is about thriving, not just surviving. In this strength-based framework, mental health thus forms a crucial aspect of complete employee well-being and performance.

Building on this, the “Mental Health Continuum Model” propounded by Keyes (2002) is helpful in showing how such people can have different states of mental health. The continuum shows that individuals do not either fall into categories of mentally ill or mentally well; rather, they could lie in between these two extremes. On the one side, you have flourishing—an individual experiencing heightened states of emotional well-being, psychological functioning, and life satisfaction (Keyes, 2002). In the middle, there is languishing, where individuals are deficient in mental vitality and engagement but do not meet criteria for having clinical disorder. At the other end is struggling or mentally unwell, where individuals may have severe psychological distress or mental illness symptoms. Many employees thus can be clinically well but burnt out, emotionally exhausted, or disengaged, and hence this continuum is very relevant for the manager and HR professional searching for early intervention points.

To match this model, positive psychology, particularly in the works of Luthans et al. (2007), sheds light on the importance of developing these positive psychological capacities among employees. This concept of Psychological Capital (PsyCap) includes four constructs: self-efficacy (the individual’s confidence in abilities), hope (a type of goal-

directed energy and planning to remove obstacles to reaching an objective), resilience (the capacity to rebound from personal hardship), and optimism (positive expectation of outcomes). Such characteristics do not only act as protective against a decline in mental health but also improve performance and innovation, as well as standing in the organization (Luthans et al., 2007). Research shows high PsyCap scores to result in employees being more engaged, satisfied with their job, and more collaborative in team settings. By adopting these qualities actively through supportive leadership, training programs, and positive organizational practices, such environments would grow to promote psychological wellbeing and sustainable high performance.

Antecedents of Mental Health at Work: What Drives Employee Well-Being

Understanding the antecedents or root causes of mental health outcomes at the workplace is necessary to establish psychologically healthy workplaces. These antecedents are various and often correlate with one another, from designing jobs to social relationships and the overall organizational climate. Job demands and resources are to be considered in interaction for determining mental health outcomes at work under the provisions of the “Job Demands-Resources” (JDR) model proposed by Bakker and Demerouti (2007). Job demands are generally aspects of work that require sustained effort and are hence detrimental to the physical or psychological well-being of the person. Examples comprise high workload, emotional labor, tight deadlines, role ambiguity, and others (Bakker and Demerouti, 2007).

Job resources, conversely, are the aspects of a job that help in accomplishing a goal, reduce the negative effect of demands, or encourage personal development. Resources include autonomy, feedback, support from colleagues and supervisors, opportunities for growth, and recognition. Chronic stress, exhaustion, and subsequent burnout are caused when job demands exceed resources over prolonged periods (Bakker and Demerouti, 2007). When resources are sufficient, if not plentiful, they serve as buffers and help keep employees engaged, motivated, and emotionally sound even when facing challenging environments.

It's been empirically tested that, in addition to task related factors, interpersonal and organizational dynamics are key factors contributing to an understanding of mental health. Interpersonal conflict, lack of managerial support, poor communication, and perceived injustice or favoritism within the organization tend to aggravate stress, anxiety, and emotional exhaustion (Schaufeli and Taris, 2014; Danna and Griffin, 1999). In contrast, organizations that create psychological safety where employees feel safe to speak up, ask questions, or admit mistakes will engender greater mental health outcomes. This idea, originally conceived by Edmondson (1999), has increasingly supported the creation of inclusive, emotionally intelligent workplaces.

Employee mental health stays profoundly affected by the work environment, and therefore, identifying and addressing the major antecedents of workplace psychological well-being or distress is the need of time. These antecedents become especially paramount in sectors like Information Technology (IT) where employees often face heavy cognitive load, work under strained deadlines, and experience prolonged screen time (Sonnentag and Fritz, 2015).

Work-life balance remains one of the core antecedents. Work-life conflicts have been systematically associated with mental health concerns such as stress, anxiety, and burnout. Studies verify that the imposition of work responsibilities on personal life engenders emotional exhaustion, decreased job satisfaction, and depressive symptoms on occasion (Greenhaus and Allen, 2011; Haar et al., 2014). Flexibility in work schedules, hybrid work systems, and encouraging leave policies, among other things, have proven effective in alleviating the very issues that deteriorate employee well-being in organizations (Ernst Kossek and Ozeki, 1998).

Supportive leadership in the workplace is another antecedent to ensure mental well-being. Such leaders who convey emotional support, clear communication, and developmental feedback create a feeling of psychological safety where employees adore and respect one another (Kelloway and Barling, 2010). Transformational leadership has been the subject of research to lessen workplace stress and increase the positive affect of employees (Arnold

et al., 2007). Psychological strain and disengagement escalate in the presence of authoritarian or unsupportive management styles.

Interpersonal justice is highly associated with mental health status of employees. When employees perceive fairness with regard to decisions and the respect with which they are treated interpersonally, they report higher levels of psychological well-being and trust in their organizations (Colquitt et al., 2001; Spell and Arnold, 2007). Conversely, a sense of injustice may produce feelings of anger and helplessness, job dissatisfaction, long-term stress, and turnover intention (Greenberg, 2006).

The other important antecedent is organizational culture bind a workplace together. A culture that values openness, inclusiveness, and cooperation will cultivate a conception of belonging and psychological safety (Schein, 2010). Research indicates that positive organizational cultures are associated with less stress and more employee morale (Cameron and Quinn, 2005). Toxic or overly competitive culture, on the other hand, increases anxiety and thus reduces life satisfaction.

By way of contrast, the antecedents often interact with one another. For instance, even in an organization where there is absence of leadership support or the lack of positive opportunity to balance work with family can stain the mental health. The overall picture is painted best by considering the whole workplace ecosystem whereby the combination of such factors results in a psychological outcome.

Therefore, an intertwining multitude of interrelated workplace antecedents determine the employee's mental health, chiefly work-life balance, leadership quality, organizational justice, and culture. If these areas are tackled, it will certainly improve employees' health and well-being, which will serve engagement, retention, and organizational performance (Grawitch et al., 2006; Tetrick and Winslow, 2015). Those organizations that yield these facets will be able to nurture a resilient and mentally healthy workforce.

Consequences of Poor Mental Health at Work: Personal and Organizational Costs

When mental health issues are left unaddressed, the consequences extend far beyond the individual. On a personal level, when mental health is neglected, employees may suffer

dips in job satisfaction, motivation, cognitive abilities (concentration, decision-making), and activities such as absenteeism (not going to work) or presenteeism (going to work despite being unwell). While absenteeism is easily detectable and quantifiable, presenteeism is difficult to recognize as it takes away the productivity of work time, lowers quality of work, and leads to burnout, if the employees are even present (Johns, 2010).

The emphasis here is on strategic positive transformation in organizing a mentally healthy workplace. This would translate into a shift from responding to mental health crises to their prevention, focusing therefore on purposeful design, policies, and leadership. When organizations, at every level of their working operations from strategic planning to team meetings integrate mental health, they therefore protect employee well-being to promote an engaged, loyal, and high performing workforce. The synergistic role of mental health, going forward, will therefore become not just a human resources initiative but an anchor of organizational success.

Consequences of Poor Mental Health: Personal and Organizational Costs

Poor mental health, including stress, burnout, anxiety, and depression, substantially hinders personal well-being and organizational effectiveness.

Personal Consequences of Poor Mental Health

At an individual level, poor mental health leads to burnout, this being characterized by an “emotional exhaustion, depersonalization, and lack of a sense practically of achievement” (Maslach and Leiter, 2016). Burnout becomes especially dangerous in high-demand industries like IT that often experience higher levels of job demands and role ambiguity. Mental health can affect the ability of the victim to think, focus, gather information, and make a decision, which diminishes productivity of the victim (Warr, 2002). These personal consequences to health diminish the quality of life for the individual in question and include absenteeism and presenteeism that ultimately transition into consequences for the organization.

From an organizational point of view, consequences of poor mental health are deep and worthy. Among the most immediate ones are loss of productivity from absenteeism and presenteeism (Johns 2010). The mentally unwell employee may be physically present but going through mental disturbance, causing incidences of errors, reduced output and shy project timelines, especially in IT companies where precision and innovation matter. Increased turnover is said to be found in companies that ignore mental issues. Mental health problems may lead to job dissatisfaction and a decrease in organizational commitment, which leads an employee to look elsewhere for a job (Danna and Griffin, 1999). Turnover incurs costs of recruitment, training, and loss of know-how. High turnover is disruptive in the IT sector, where it exacerbates the loss of niche skills and expertise and drains further resources from the organization (Tett et al., 1997).

Also, if mental health is neglected, the culture of an organization starts to deteriorate. A toxic culture characterized by high stress, low morale, and poor communication will eventually affect team cohesion and collaboration (Schein, 2010). This, in turn, is inhibitory to innovation and reduces the ability of the organization to remain competitive.

Sound Mental Health-Positive Organizational Outcomes

Job Satisfaction

One of the positive sides of workplace mental health is job satisfaction. Employees who are mentally sound experience a greater degree of satisfaction with their jobs. Employees with psychological well-being are capable of handling stress, perceiving accomplishment, and engaging in worthwhile work (Bakker and Demerouti, 2007). When workers feel supported and their mental health is being nurtured, they tend to view their roles positively, eventually leading to better satisfaction level and lower withdrawal intentions. This is important for the IT industry since often job satisfaction is linked to being able to balance work pressures with one's own needs, as well as getting a sense of achievement from problem-solving and innovating (Ernst Kossek and Ozeki, 1998).

Organizational Commitment

Good mental health tends to make an employee develop good organizational commitment. When organizations promote mental well-being, the employees tend to feel attachment and loyalty towards their organization (Meyer and Allen, 1991). This means employees with positive mental health feel that they belong there, trust the leadership, and believe in the values espoused by the organization, thereby developing organizational commitment.

Employee Engagement

Perhaps the most decisive effect of good mental health in the workplace is employee engagement. Engaged employees weave their emotions into their work and show greater levels of passion with motivation and discretionary effort (Schaufeli et al., 2002). Employees in good mental health bring their best selves to work, resulting in more creativity, collaboration, and productivity. When mental health is positive and unperturbed, resilience is built, and recovery from setbacks takes place easily, keeping people productive even in tough situations (Luthans et al., 2007). Engaged employees help others in their work and foster a better work environment that promotes better organizational outcomes. In tech-intensified sectors such as the IT sector, where projects are complex and deadlines tight, the engagement of mentally healthy employees is vital for team performance and long-term organizational success (Harrison et al., 2006). Engagement makes IT professionals willing to put in extra efforts in the innovation process and strongly commit to the organization's goals.

Poor mental health at work is deleterious for one's well-being as such when affecting an employee, even on organizational consequences. On the other hand, promoting mental health in the workplace presents desirable outcomes: to the organization as well as to the employees. Neglecting mental health in these organizations, especially in stressful sectors like IT, costs very dearly. Conversely, when aiding mental health, rewards are also immense in building a very capable, committed, and engaged workforce.

Employers must understand that mental health is not solely a private matter but a partner that influences the organization's effectiveness. Investments in mental health will cut across employee support programs, flexible work policies, and positive leadership

practices. The use of research demonstrating the financial and productivity costs of poor mental health must throw phosphate on the shining spot that mental health focus can no longer just be seen as an option in the arsenal of initiatives, but as an investment in its long-term success.

1.2 Problem statement

Despite the increasing awareness about mental health, workplaces across the globe silently yet seriously wrestle with a major crisis: the psychological well-being of employees is unstructured and dysfunctional in association with relational and cultural stressors, never mind the many unattended stressors such as the blight or leak from places outside. Burnout, anxiety, depression, and emotional exhaustion are taking on ghastly popularity in almost all trades and occupations. These sufferings are aggravated due to too many things, intensified workloads, inadequate managerial support, job insecurity, blurred work-life boundaries, and above all the rising emotional demands of knowledge-based work. Although mental health is winning the race to become a primary determinant in employee engagement, length of organization performance, and long-term sustainability, many organizations are still unprepared and ill-equipped with strategic preventive and systemic solutions.

On the one hand, empirical studies and reports from organizations generally point out that one of the costs accompanying poor mental health is related to conditioning grievances. These costs are not only intangible human suffering but also abridged productivity, improved absenteeism and presenteeism, more exit of employees, and more healthcare expenditures. In a large number of cases, mental health matters are still regarded as secondary even though they are invariably evidenced. These include wellness campaigns and short-term stress management programs, which do not address the real issues. Existing organizational policies still emphasize individual coping rather than broadening the structural change associated with broader forms of mental health challenges. Therefore, the study intends to examine the complex interrelations of job demands, organizational culture,

relational dynamics, and mental health outcomes, and it aims to evaluate the efficacy of the current and future interventions.

Rapidly moving and highly competitive work environments that prevail especially in the IT sector-the employees are subject to high workload, long working hours, stringent deadlines, and constant changes while adapting to technology. All these conditions contribute to stress, emotional exhaustion, and reduced mental well-being. Although awareness is slowly rising, mental health issues have largely remained an uncharted terrain, more so in the Indian IT context where stigma and organizational silence prevent meaningful conversations and interventions.

While many companies have started realizing the significance of employee mental health, a lot are yet to identify the contributing factors within work environments that strain an employee's mental health and how such strain affects work outcomes. In the absence of strong data and insights, any deal toward improving workplace mental health is likely to be disjointed and reactive. Therefore, this study fills that gap by identifying key antecedents of mental health and testing the impact of the antecedents on work outcomes, while finding out how the dynamics differ with demographic and organizational variables within IT professionals.

This problem needs to be addressed, not only as a civil and human right issue that can protect the individual's right as well as the well-being and health of the worker in the workplace but also as a mechanism to enhance the resilience, creativity, and competitive advantage of organizations in an increasingly uncertain and challenging global economy.

1.3 Significance of the study

Today, mental health is becoming not only a significant component of employee wellness in the fast-evolving and highly demanding environment in which organizations operate-especially those industries whose high pressure is fueled by innovations such as Information Technology-but also a factor driving organizations' performance. The importance of this work therefore lies in its empirical investigation into the antecedents

and consequences of mental health in the information technology sector, specifically in firms in Hyderabad, which is one of India's major technology hubs.

The essence of this research is to explore within its ambit four core workplace antecedents: Work-Life Balance, Supportive Leadership, Organizational Justice, and Organizational Culture, as determinants of employees' mental health experiences. These constructs are crucial in understanding how professional environments can either act as barriers or conduits for flourishing psychological states. There are consequences in the workplace from mental health that are just as vital; for instance, unmanaged psychological strain culminates in things such as emotional exhaustion, withdrawal, poor quality of work, and enhanced turnover-individuals probably find that they are compromising the long-term sustainability of organizations.

In contrast, a psychologically healthy workforce brings increased motivation, improves collaboration, and breeds better resilient individuals. This study proves that mental health conditions relate to work outcomes through empirical data evidence and provides such evidence-based guidance to organizational decision-makers interested in developing high-functioning, mentally supportive environments.

This research would also provide the findings on how demographic variables (e.g., age, gender, experience) and organizational interventions affect such relationships-not to generalize but rather to adapt in giving practical insights for HR professionals to come up with more relevant interventions on their wellness programs instead of blanket application. The findings would also tell which group may be vulnerable to organizational stressors to formulate policies that would enhance equality and psychological safety to the entire segment of the diverse workforce.

By merging well-established constructs with real-world data from mom IT workforces, this research sets forth both theoretical advancement and managerial practice. On another account, it helps to fill the empirical gap in Indian organizational studies of mental health as well as offer actionable insights toward which IT firms can move to improve well-being, engagement, and retention. Most importantly, it explains how relevant embedding mental health actually is in the organizational culture and the very leadership, as it will not only

bring up healthier individuals but also more innovative, competitive businesses-in terms of productivity and employees' level of engagement-as well.

1.4 Research Purpose and Questions

Mental health is being acknowledged increasingly as not only an individual concern but also a critical organizational concern, having a direct bearing on productivity, engagement and retention of the employees, and business performance as a whole. The growing appreciation of mental health notwithstanding, systematic analysis remains a gray area on how specific job characteristics like workload, role ambiguity, lack of management support, and organizational culture relate to employee mental health outcomes. These dynamics will guide how an evidence-based strategy can best be developed to target specific interventions pertinent to creating good mental health and productivity in the labor force.

The purpose is to determine the antecedents of mental health and provide their consequences, the services thereby catered to IT professionals in Hyderabad. In this fast-paced world, mental issues have been on the rise in big-demand work environments. In light of this, the study will look systematically at how organizational factors influence employee mental health. The study intends, through a quantitative research design, to pinpoint statistically significant relationships and patterns that can be leveraged for building organizational strategies and HR practices towards the well-being of employees. By identifying statistically significant relationships, the study aims to contribute to academic literature while also offering practical implications for organizations seeking to foster mentally healthy and productive work environments.

To achieve this, the following research questions have been articulated:

1. What are the key workplace antecedents and consequences influencing employee mental health?
2. How do antecedents of mental health are related to the consequences of mental health?
3. What is the impact of mental health antecedents on work-related outcomes?

4. Are there significant differences in employee mental health across different demographic categories such as gender, age and work experience?

Research Objectives

The primary aim is to scrutinize the complexity of mental health dynamics in professional settings, especially toward understanding the causes and effects. Given the increasing recognition of mental health being an important factor for employee wellness and organisational productivity, this research aims to systematically examine the ways workplace characteristics correlate to mental health outcomes. Additionally, the study aims to assess whether demographic factors influence employee mental health experiences. To guide the investigation, the following research objectives have been laid out:

1. To identify the key antecedents and consequences of employee mental health in the workplace.
2. To examine the relationship between antecedents of mental health and consequences of mental health.
3. To analyze the impact of antecedents of mental health on the work-related outcomes.
4. To investigate whether significant differences in employee mental health exist across demographic categories.

1.5 Limitations and delimitations

Limitations

While this research presenting meaningful insights into the causes and effects of mental health in Hyderabad's IT sector workplace, several limitations need to be considered. These limitations were mostly beyond the control of the researcher and may affect the depth, reliability, and generalizability of the results.

- **Geographical Considerations**

The study considers only the IT professionals in Hyderabad, one of India's major technology hubs. While Hyderabad allows a vibrant context for the study of workplace mental health, the peculiar regional nuances of this city-state, including the difficulty of commuting, cost of living, urban infrastructure, and workplace norms, may not be representative of an IT origin city such as Bangalore, Pune, or Delhi NCR. Hence, while valuable insights have been gleaned locally, their application elsewhere is quite limited.

- **Cross-Sectional Design of Research**

Due to the implementation of cross-sectional type, there can be some biasness. Longitudinal studies would have been better fitted to elucidate an effect-cause relationship, but that design, because of the time constraint imposed upon the researchers, was considered outside the scope of that particular study.

- **Reliance on Self-Reported Data:**

This structured questionnaire data collection technique causes the respondents to rate their respective mental health states and substrate experiences in the workplace themselves. There are several biases inherent to self-reported data, more importantly, social desirability bias, wherein subjects may offer responses they consider are socially acceptable. Also, stigma jolts might have caused underreporting of symptoms, particularly in settings where showing weakness is not encouraged. These instances could have led to an element of inaccuracy or an underestimation of the real occurrence and strength of these mental health extremes.

- **Lack of Controls for Organizational Diversity:**

Although the participants were extracted from various IT companies in Hyderabad, the study does not take into account or control for major differences in organizational size, culture, policies, or leadership practices. These internal parameters contribute significantly to employee mental health and may have a bearing on an unexplained variation in the results. Given that there is no mechanism to account for or isolate those said differences

arising in the context, the results have to be treated with caution while attempting to draw any generalizations beyond the sample.

Delimitations

This study will investigate the antecedents and consequences for mental health at origin in the workplace, focusing primarily on the Information Technology (IT) sector in Hyderabad. The scope has been narrowed so as to ensure the clarity of research, maintain feasibility, and ensure its finding's validity within a defined context of technical work. The presumed scope is as follows:

- **IT Sector Focus Only**

This study intentionally confined to the Information Technology sector, considering that this sector represents one of the most dynamic, high-pressured, and cognitively demanding working environments. An employee in an IT setup probably faces stressors from long work hours, tight project deadlines, having to interact with clients across different time zones, and the need to undergo continuous upskilling given the rate of technological change. Given these conditions, mental health dynamics become quite complex in IT settings. However, this singular focus does render any mental health consideration in any other work field, such as health, educational, or manufacturing fields, where stressors and coping mechanisms may differ.

- **White-Collar Employees Only**

The research does include white-collar professionals such as software developers, project managers, business analysts, and IT supports in managerial, technical, or administrative roles. Excluding the blue-collar and temporary workers, such as security-personnel, housekeeping staff, and interns, assures uniformity regarding job expectations and work settings but also implies that the experiences of lower-tier or contractual workers get ignored in this analysis.

- **Selection of Specific Variables**

In order to keep the study focused and manageable, four major antecedents of workplace mental health are addressed: Work-Life Balance, Supportive Leadership, Organizational Justice, and Organizational Culture. These variables have been chosen based on prior empirical evidence suggesting a strong influence on the well-being of workers. While this allows a more focused study onto these issues, it inherently implies the exclusion of other potentially very influential variables such as financial distress, job insecurity, personality traits, or conflicts between people, which may also exercise a profound influence on mental health but have not been permitted within the study's scope.

- **Exclusive Use of Quantitative Data**

The design of this study is descriptive quantitative and employs statistical procedures of correlation of Pearson, linear regression, t-tests, and ANOVA to test relationships between variables. Quantitative methods make it possible to measure and ensure objectivity toward generalizing the findings within the chosen population. Nonetheless, the quantitative approach limits the exploration of an in-depth understanding of worthwhile concepts such as one's lived experience, coping mechanism, and emotional context.

A well-defined scope, in general, provides a balanced backdrop against which these relationships can be explored within a high-demand professional setting. However, the focused nature of the study naturally limits its application to different sectors, roles, and paradigms.

1.6 Definition of key terms

Work life balance

“Work-life balance refers to the equilibrium between the demands of one's work role and the demands of one's personal life.” (Greenhaus and Allen, 2011)

“A satisfactory level of involvement or fit between the multiple roles in a person's life (Greenhaus et al., 2003)”.

“The ability of individuals to allocate appropriate time and energy to work and non-work domains (Frone, 2003)”.

“An individual’s perception that work and non-work activities are compatible and promote growth in accordance with the individual’s current life priorities.” (Kalliath and Brough, 2008)

“Work-life balance is achieved when there is minimal conflict between work and family roles.” (Clark, 2000)

Supportive leadership

“Supportive leadership involves behaviors that are considerate, show concern for followers’ needs, and create a supportive work environment.” (House, 1971)

“Supportive leaders exhibit concern for the well-being of subordinates and build trust-based relationships.” (Rafferty and Griffin, 2006)

“A leadership style that fosters interpersonal trust, collaboration, and psychological safety in the workplace.” (Edmondson, 1999)

“Leaders who are approachable, empathetic, and who provide constructive feedback foster engagement and satisfaction.” (Eisenberger et al., 2002)

Organizational justice

“Organizational justice refers to the perceived fairness of treatment received by employees from their organization.” (Greenberg, 1987)

“Justice in organizations is categorized into distributive, procedural, and interactional fairness.” (Colquitt et al., 2001)

“Perceptions of fairness within organizational processes and decisions.” (Moorman, 1991)

Organizational Culture

“Organizational culture is a system of shared assumptions, values, and beliefs that govern how people behave in organizations.” (Schein, 2010)

“Culture includes unwritten rules that influence behavior and organizational functioning.” (Deal and Kennedy, 1982)

“A pattern of shared basic assumptions learned by a group as it solved problems.” (Schein, 1992)

“The collective programming of the mind that distinguishes the members of one organization from another.” Hofstede et al. (1990)

“The underlying values, beliefs, and principles that serve as a foundation for an organization’s management system.” Denison (1990)

Job Satisfaction

“A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences (Locke, 1976).”

“The extent to which people like or dislike their jobs (Spector, 1997).”

“A general attitude toward one’s job, reflecting satisfaction with job characteristics and work environment.” (Robbins and Judge, 2013)

“A positive (or negative) evaluative judgment one makes about one’s job or job situation.” (Weiss, 2002)

Organizational Commitment

“The relative strength of an individual’s identification with and involvement in a particular organization.” (Mowday, et al. 1979)

“A psychological state that binds the individual to the organization (Meyer and Allen, 1991).”

“An employee’s emotional attachment to, identification with, and involvement in the organization (Allen and Meyer, 1990).”

“The psychological attachment felt by the person for the organization; it reflects the degree to which the individual internalizes or adopts the characteristics or perspectives of the organization (O’Reilly and Chatman, 1986).”

Employee Engagement

“A positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002).”

“The harnessing of organization members’ selves to their work roles.” (Kahn, 1990)

“The individual’s involvement and enthusiasm for work (Harter et al., 2002).”

“Employee engagement refers to a positive, fulfilling, work-related state of mind that includes vigor, dedication, and absorption (Bakker and Demerouti, 2008).”

1.7 Summary

The study focuses on understanding workplace psychological health issues, especially within the IT sector of Hyderabad. It views mental health as key to not only the well-being of the person but also to organizational success. Based on some of the current definitions and theories, it insists that mental health has to be understood not just as the absence of disease; rather, it also encompasses positive psychological states, such as emotional well-being, engagement, and resilience. The study investigates workplace factors that appear to constitute antecedents of employee mental health: work-life balance, supportive leadership, organizational justice, and organizational culture. Thus, it investigates the consequences of mental health. By bridging psychological and organizational constructs, this study, therefore, anticipates to provide an integrated understanding of the way supportive and healthy work environments can facilitate individual well-being and improve organizational outcomes.

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

With the growing complexity of work environments, intensified work demands, fast-paced technological transformation, and an unclear boundary between personal and professional life, it becomes both a humanistic concern and a strategic business priority in terms of how the mental well-being of employees has been developing increasingly. In this paradigm transformation, the present literature review addresses the scholarly work on the concept of mental health at the workplace with a specific focus on how these are associated with positive organizational factors. It will first trace the key antecedents that are known to foster positive mental health. It will then consider a broad spectrum of consequence categories including the extent to which mental health affects job satisfaction, organizational commitment, employee engagement, innovation, teams, safety in addition to overall organizational performance. In this wide-ranging overview of the current state of knowledge, this chapter will try to identify theoretical gaps, inform empirical investigations, and support the development of organizational strategies that build mental health well-being as a priority. This chapter, then, contributes to developing a greater understanding of how the cultivation of mentally healthy workplaces can pave the way for flourishing lives and excellent organizations.

2.2 Overview of mental health

Today, in organizations, mental health is among the primary concerns, being deemed crucial for individual well-being and organizational sustainability and productivity. “World Health Organization (2022) describes mental health as a state of well-being wherein an individual realizes their potential, is able to cope with normal stresses of life, works productively, and contributes to society”. This definition, in regard to the work setting, means the concept of psychological safety, emotional stability, and an ability to function well with others, often in fast-paced environments.

The relationship of workplace dynamics and mental health has become a significant area of study, as mental health affects not only employee well-being but also overall organizational success. However, as the nature of work in the modern world continues to change, more and more employees have stated struggling with mental health, which has consequences on their productivity, sense of purpose, and quality of life. An in-depth examination of these antecedents and outcomes will provide guidance in designing interventions that reduce mental health risks, improve employee well-being, and ensure business success. Factors at the organizational level (e.g. workload, work environment, leadership, job insecurity, and social support) are integral to the mental health fabric. For example, a high workload and a toxic work environment can be important stressors and causes of burnout and psychological distress. Leadership styles are also contributing factors, as a supportive and empathetic approach will cultivate a healthier mental health culture, and poor leadership can increase the stress levels and anxiety of employees. Job insecurity also plays a role, increasing perceptions of instability, and potentially leading to mental health problems, while strong social support systems can shield against such negative effects in the organization.

A poor work-life balance, characterized by the inability to disconnect from work after hours, is strong predictor of mental illness, including anxiety and depression. In addition, coping is a significant factor that can influence how individuals respond to workplace stressors and the mental health outcomes they experience and may involve adaptive (e.g., social support, relaxation) approaches.

The workplace impact of negative mental health can be complex and encompasses individual and organizational outcomes. At the individual level, mental health issues often manifest themselves in psychological problems (like depression, anxiety, and burnout) as well as physical health issues (like chronic fatigue, sleep disturbances, and cardiovascular conditions). Those health problems can show up as absenteeism; employees calling in sick or presenteeism; employees showing up to work but unable to be their best selves while there. Both absenteeism and presenteeism can have considerable repercussions on individual productivity and work performance.

A recent work on mental health at work noted by Kelloway et al. (2022) that the increasing awareness both of its importance to individuals and to organizations. The authors referenced organizational factors, including job demands, workplace stressors (e.g., unsafe working conditions), and leadership styles as critical factors in determining employees' mental health and wellness. There have been consistent researches showing that dimensions within the work environment, including heavy work, little control over one's environment, and coworkers, lead to mental health concerns. A review by the authors noted that mental health was not merely an individual interest, it was an organization-wide problem that had the potential to impact overall organizational health. The authors emphasized the need to construct and identify mechanisms through which work-related stressors could lead to mental health problems, where they saw an important interaction between individual and environmental factors.

The important issue of mental health in the developing countries, noting the considerable though frequently hidden challenges that these working populations face, Chopra (2009) addressed out that mental health issues, including stress, depression and anxiety, were common but often go unacknowledged or even shunned when it comes to the workplace. The author concluded by calling for policymakers and organizations in developing countries to recognize mental health as significance of underlying component of a holistic workplace wellness strategy.

Wu et al. (2021) studied what organizations can do to create the best workplace environment that promote mental health and prevent workplace-related stress. According to these authors, organizational leaders who lead the charge in making their organizations mentally health-positive are more likely to achieve. The study also emphasized the importance of training managers to identify mental health problems and respond appropriately in helping workers who may be facing mental health problems.

The organizational implications of mental health challenges when employees have poor mental health, they tend to be less productive, leading to lost productivity, as well as poor outputs and quality of work. In addition, mental health problems can lead to low employee involvement, when employees feel unmotivated, detached, or overburdened. This, in turn,

can lead to higher turnover, due to employees leaving organizations that just do not accommodate their mental health needs. Skilled workers are expensive to replace as organizations have high recruitment and training costs; lost workers also affect team cohesion and organizational knowledge.

This dynamic balance is tilted either in favor of demands or the resources of the job. On the one hand, if demands are high, then resources would either be failing or would have been outstripped. On the other hand, workers suffering from a lack of personal resources, generally experienced through burnout and emotional exhaustion, prove to be the visible signs of declining mental health (Schaufeli and Bakker, 2010).

Empirical studies have documented, which showed that poor mental health was correlated with outcomes such as “job dissatisfaction, unplanned absenteeism, presenteeism, and turnover intention” (Johns, 2010; Danna and Griffin, 1999). Conversely, good mental health shows a positive correlation to “employees’ job satisfaction (Wright and Cropanzano, 2000), employee engagement (Harter et al., 2002), and organizational commitment (Avey et al., 2010)”, all of which are highly important for organizational performance and employee retention.

The IT industry, which often requires high intensity cognitive work, tight deadlines, and long working hours, places employee mental health at risk. The burden of keeping technical skills current and adapting to continually changing technologies only adds to the psychological strain, making the exploration of mental health truly relevant and industry-specific. Research have identified various antecedents to employee mental health. For instance, supportive leadership is linked to decreased stress and increased well-being, primarily through empathic communication and emotional intelligence (Skakon et al., 2010). Work-life balance has proven to lower anxiety and burnout (Greenhaus and Allen, 2011), and organizational justice; the perception of fairness in decision-making and resource distribution; fosters psychological safety and trust (Colquitt et al., 2001). At the same time, a healthy organizational culture that values inclusivity, openness, and innovation tends to be conducive to resilience and optimism (Schein, 2010).

Despite increased interest in studying these aspects, a visible research gap still exists with regard to systematically integrating these antecedents with mental health outcomes in high-demand sectors like IT, especially in regional contexts like India. Most studies focus either on stressors or outcomes in isolation, with little attention given to a more comprehensive understanding of how the two sets interact and are moderated by demographic variables (e.g., age, gender, experience) or organizational interventions. In this context, the current study aims to provide an understanding that holistically examines workplace mental health antecedents and consequences. In the process, it augments a growing body of literature that sees mental health not just as an individual issue but as an organizational asset that calls for systematic attention and strategic action.

Therefore, this review is an exploration the complex relationship between mental health and the workplace in detail considering these themes. In doing so, it looks at factors that impact mental health through organizational and individual lenses respectively, and the potential ramifications to both employees and organizations. It will also provide guidance on strategies that can enhance mental health and support organizational performance.

2.3 Antecedents of Mental Health at Workplace

The issue of mental health at work has progressed much beyond the conventional concepts of stress, burnout, and illness to include the promotion of positive psychological functioning and holistic well-being. In accordance with the principles of positive organizational behavior, research today revolves around workplace factors that not only counter damages but actively enhance mental health among employees. This literature review delves into several positive antecedents of mentally healthy workplaces, such as leadership styles, organizational support, work-life balance, autonomy, meaning in work, social support, organizational justice, and psychological safety.

Supportive Leadership

Leadership plays a foundational role in shaping the psychological climate of the workplace. This condition is created by the supportive leaders within the individual trust, empathy,

and empowerment environments that significantly influence mental well-being. For example, transformational leadership is a great model for superior vision and understanding; it inspires individualized consideration, and it has been linked positively with employee engagement and lesser emotional exhaustion (Skakon et al., 2010). Supportive and instrumental kinds of leadership, such behaviours usually affects the anxiety levels of employees while also providing all necessary buffers against workplace stressors.

Moreover, servant leadership marks the leader's approach to serving and lifting others toward health through a practice of a caring culture and a sense of shared purpose. While Eva et al. (2019) would argue that servant leaders build psychological capital and, thus, are linked directly to various mental health outcomes, employees leading in such paradigms often experience increased satisfaction and reduced symptoms of anxiety and depression among employees.

Perceived Organizational Support and Culture

POS means “the belief of employees how much their organizations value their contributions and well-being of these employees (Eisenberger, et al., 2002)”. With regard to increased organizational support, it was found to correlate with decrease psychological strain and increased job satisfaction (Rhoades and Eisenberger, 2002). Generally, those employees who believed their employer supported them, especially under stressful circumstances, had little opportunity to feel burnout, loss of interest, or emotional fatigue. Employees feel supportive and secured in such cases.

A positive organizational culture would include open-mindedness, mutual respect, and shared values; and it belongs in an organization that supports the welfare of all its organizational members. Such culture serves as a “psychological buffer,” makes employees win safe, connected, and motivated (Bond and Bunce, 2003). The higher prevalence of psychological resilience and commitment among employees existed in organizations that practice fairness, recognition, and open communication.

Work-Life Balance

Work-life balance is defined “as a state in which work requirements join perfectly well with personal responsibilities”. This is an important element determining human mental well-being since, if this balance gets disrupted, it usually leads to conflict between roles, emotional exhaustion, and psychological distress (Greenhaus and Allen, 2011). On the other hand, organizations promote flexible working arrangements, telecommuting, and leaves, thus creating an environment in which employees manage the two spheres well.

In Haar et al. (2014), it is indicated that culturally diverse people with good work-life balance have better life satisfaction and lower stress levels. Especially in the case of tourism and hospitality services-industry, where the working hours are quite irregular and demanding, a good scheduling practice shows significance in keeping employees’ mental health safe.

Job Resources and Autonomy

The “Job Demands-Resources (JD-R) model by (Bakker and Demerouti, 2007) states that job resources like autonomy, feedback, and task significance should be motivational for employees, with mitigative potential against the demands that arise from the job”. Autonomy is a resource that enables one to act freely and facilitates decision-making, thus empowering people to independent initiative and judgment. So, when planning and conducting a task, employees themselves determine the ways of planning their work without interference from anyone. Accordingly, they will usually measure anxiety levels lower and motivation stronger from inside. Spreitzer (1995) emphasizes that this enhanced autonomy strengthens self-efficacy, and contributes to a sense of ownership and purpose, which are both very vital to sustain mental health.

Meaningful work forms a significant part of a person’s psychological life. Meaningful work in turn brings purpose, identity, and connection to create emotional resiliency (Rosso et al., 2010). The more employees perceive their work as meaningful the greater is the likelihood of these employees to feel satisfied with their jobs and fulfilled whereas with stable emotional state.

Meaningful Work and Psychological Empowerment

Psychological empowerment which constitutes “meaning, competence, self-determination, and impact” is largely related to positive mental health results (Spreitzer, 1995). Indeed, because empowered employees are much more productive, engaged at work, and emotionally balanced, they also manage better with workplace stressors and remain better equipped to sustain psychological well-being over time.

Peer support is yet another precursor associated with mental health. Coworkers usually represent the first line of psychological help as stressors come into play. At a meta-analytic level (Viswesvaran et al., 1999), social support is a significant moderating variable for effects experienced concerning anxiety, depression, and job burnout. Such supportive peer networks provide the conditions that promote emotional expression, conflict resolution, and camaraderie, which contribute toward this positive affective state. Thus, these social connections serve to replenish emotional resources and buffer against high job demands (Halbesleben, 2006).

Social Support from Coworkers

Another important psychosocial variable that has to do with organizational justice or perceptions of fairness in the procedures, interactions, or outcomes of an organization. According to Colquitt et al. (2001), there are three kinds of justice: “distributive justice (how one derives fairness in results), procedural justice (how much fairness goes into processes), and interactional justice (the fairness in interpersonal treatment)”. Among these, interactional justice has the strongest direct link with mental health, as it is related to right and clear communication.

Organizational Justice

Employees perceive fairness in treatment and decision-making such that they develop greater emotional security and lowered emotional distress. On the contrary, perceived unfairness is related to greater stress, less trust, and emotional disengagement (Robbins et al., 2012). Employees develop lower anxiety and high engagement in work because they

can speak up freely and give their concerns, ideas, and mistakes without fear of being punished for it.

Psychological Safety and Positive Climate

This positive organizational environment, that is marked by trust and inclusion, appreciation, would further strengthen this kind of psychological safety. Psychology describes psychological safety as “the shared belief that the workplace is safe for taking risks with regard to interpersonal relations” (Kahn, 1990; Edmondson, 1999). Newman et al. (2017) found out that psychological safety is a strong predictor of performance, learning, and employee well-being in teams. Its open dialogue, emotional regulation, and support network become vital factors in upholding mental health within high-pressure environments.

Emotional Intelligence of Leaders

Emotional intelligence (EI) is “the ability to perceive, understand, regulate, and use emotions effectively, is seen to be increasingly at the forefront of the positive mental health realm at work”. Employees having high emotional intelligence are ultimately better able to resolve conflicts with colleagues, find balance when regulating stress, and get their anxieties down thus lowering the chances of burnout (Côté, 2014). Similar to the above, leaders who display high emotional intelligence build inclusive and compassionate environments because they are sensitive to employees’ feelings and are in a position to provide effective support and feedback within an atmosphere of psychological safety and trust (Hur et al., 2011).

In highly emotionally charged workplaces such as the hospitality sector, the emotionally intelligent worker is said to use certain emotional skills to maintain his/her wellness and to lessen stress-accommodating role demands from dealing with customers and with team interaction (Karatepe and Olugbade, 2016). Thus, training and assessment of emotional intelligence are increasingly advocated as proactive tools in establishing a mentally healthy workforce.

Recognition and Reward Systems

Regular and meaningful employee recognition greatly enhances the positive emotion, job satisfaction, and mental well-being of the employees themselves. When employees feel that they are recognized for their hard work, it adds to their sense of self-worth, motivation, and belongingness to the organization (Brun and Dugas, 2008). Among these are recognized formal and informal appreciation programs that rekindle intrinsic motivation and mitigate feelings of isolation that arise along with such mental torture.

Equitable and fair reward systems also reflect fairness in an organization and valuing the same things, thereby building trust and preventing cynicism. Mainly in hospitality and tourism settings; where the service role could be repetitive or demanding on emotions; recognition acts as a buffer against disengagement and emotional fatigue (Chiang and Hsieh, 2012).

Opportunities for Learning and Development

Access to continuous learning and career advancement opportunities is an important yet underexplored antecedent of workplace mental health. Employees that perceive an organization as investing in their growth feel a high level of psychological empowerment, both of which are instrumental to maintaining mental resilience (Luthans et al., 2007). Furthermore, learning environments promote cognitive engagement, reduce monotony, and build a feeling of being on track all of which correlate with positive affect and lessened job stress. In high employee turnover fields, such as hospitality, organized developmental programs enhances the psychological well-being of employees through satisfying their need for achievement and job security (Walsh and Taylor, 2007).

Job Crafting and Role Flexibility

The proactive changes that employees make to enhance the fit of their job with their own strengths, values, and interests are called job crafting. Such personal adjustments to jobs have been found to enhance emotional engagement and alleviate psychological distress (Wrzesniewski and Dutton, 2001). Hence, employees who are encouraged to customize

aspects of their jobs in terms of choosing their methods of task completion or initiating cooperative, collaborative projects, or redefining job goals perceived greater levels of vigour and satisfaction.

Similarly, giving role flexibility, whereby it is possible for employees to adapt their jobs or even expand their roles without having rigid boundaries, supports an important sense of autonomy and control in the management of workplace stress and preserving one's mental health (Tims et al., 2013).

Ethical Climate and Value Congruence

An ethical organizational climate based on fairness, honesty, and transparency is a strong cornerstone for employee mental health. Value congruence is a state wherein personal beliefs and organizational values are aligned, which becomes a smoother way for employees to engage, and reducing stress (Kim et al., 2020).

In contrast, mistreatment or lack of alignment with personal values may spawn emotional exhaustion, a moral injury, and a psychological withdrawal. Organizations avowing and maintaining ethical standards and including employees in the value-discourse of decision-making act to the upliftment of mental wellness.

The growing focus on positive antecedents represents a shift in the direction of organization-based proactive strategies for mental health. Intersections of leadership, culture, and learning opportunities, and contextual differences in the realization of such antecedents across industries and demographics can be paradigmatic to a new body of research. Several factors, such as organizational, interpersonal, and psychological, intertwine to shape the mental health of employees. Much of the research has emphasized the elimination of negative stressors, but with growing awareness supporting the role of positive antecedents in actively contributing to well-being. Supportive leadership, empowering cultures, work-life integration, social relationships, and fair treatment make ethical business cases that are also strategic levers for employee wellness and performance improvements at all levels of the organization. Ultimately, initiatives on workplace mental

health in the future should take a strengths perspective in nurturing these conditions to build resilience, engagement, and long-term flourishing.

2.4 Consequences of Mental Health at Workplace

Mental wellness at the workplace is gaining further regard as a primary determinant of psychological well-being and productivity for employees as well as organizations. As defined by the World Health Organization (2019), “mental health is a state of well-being in which individuals realize their own abilities, cope with the normal stresses of life, work productively, and contribute to their community”. Traditional approaches to organizational research minimize the effects of mental illness whereas the modern portrayal promotes positive mental health enhancement as one critical driver for effectiveness in an organization. Mental health influences employee engagement, productivity, innovation, teamwork, absenteeism, turnover, safety, and even all-around organizational climate. In-depth literature reviews are made concerning the many various consequences of mental health as pertains to work settings from contemporary studies in organizational psychology, human resource management, and occupational health.

Job Performance

Employees with higher levels of psychological well-being are demonstrated to have more cognitive clarity, emotional regulation, and intrinsic motivation to perform their jobs well, as compared to other employees (Warr, 2007; Schaufeli and Salanova, 2008). Goals can aid in the setting of plans and decisions as core elements toward executing an effective performance at work. On the contrary, mental disorder conditions like depression or anxiety are associated with a reduced attention span, negative effects on memory and deficit in motivation, which are causes of deteriorated quality performance at work (Kessler et al., 2008). It is mainly related to mental well-being in the service-driven sectors, that is, healthcare and hospitality industries, as well as education. These sectors usually embrace technical and emotional labor. Thus, emotionally exhausted employees within a hospitality

environment have a hard time keeping service standards to guest satisfaction (Karatepe and Uludag, 2008). This has a direct effect on customer loyalty and organizational reputation.

Absenteeism and Presenteeism

Mental health problems are among the major causes for absenteeism and presenteeism in workplaces. Absenteeism means an employee's absence from work due to health conditions, either mental or physical, while presenteeism means being physically present at the workplace in impaired performance due to health problems. According to the WHO (2019), depression and anxiety lead to more than 12 billion lost workdays in the world every year. The problem with presenteeism is that it is less observable and more difficult to tackle. An employee suffering mental health challenges may turn up for work physically and operate at only a fraction of capacity with an adverse impact on productivity at a team level and increase a burden on the coworker. Productivity losses caused by presenteeism, according to Goetzel et al. (2004), were up to three times more than those caused by absenteeism, especially in knowledge-intensive roles.

Employee Engagement and Motivation

It is one of the pillars on which employee engagement rests. Engaged employees are shown to have much energy, passion, and commitment directed toward their work according to the "JD-R model (Bakker and Demerouti, 2007)". The good condition of mental well-being provides employees with psychological resources: these must include optimism, resilience, and self-efficacy, which can all be used for healthy engagement over the long haul. Yet, contrary to this, poor mental health is associated with "emotional exhaustion, cynicism, and diminished personal accomplishment; burnout" (Maslach and Leiter, 2008). Such psychological states erode engagement and diminish motivation for passive behavior and reduced initiative. This not only affects individual output; it further weakens team morale.

Turnover Intentions and Organizational Retention

Mental health greatly influences employees' intentions to remain with or leave an organization. Chronic stress, burnout, and lack of psychological support are some of the top predictors of turnover intention. Workers feeling drained emotionally or unsupported are often looking for alternative employment (Podsakoff et al., 2007). Notably, Zhou et al. (2020) show that workers who perceive their organization as being mentally supportive feel that there is a higher level of commitment from the organization and therefore less intention to leave. On the other hand, the provision of such mental health interventions as EAPs, stress management training, and counseling services significantly reduces turnover and promotes workforce stability.

Job Satisfaction and Affective Commitment

Workers in a positive mental state can better evaluate their working environment favorably and report greater job satisfaction with their work, colleagues, and leadership (Judge et al., 2001). This, in turn influences affective commitment to the organization (Meyer and Allen, 1991). Affective commitment legitimizes discretionary behaviors, for instance, helping co-workers or volunteering for extra tasks that enhance organizational effectiveness. Conversely, employees with anxiety or depression often report dissatisfaction and detachment, which could translate into withdrawal behaviors such as tardiness, absenteeism, and reduced participation.

Team Functioning and Social Relationships

Likewise, services mental health determines interpersonal relationships and team functioning. Employees who are mentally healthy can communicate appropriately, resolve conflict more easily, and project much more empathy and cooperation (Biron and van Veldhoven, 2012). These qualities make up part of the lifeblood of high-performing teams, especially in collaborative arrangements. The negative aspects of mental health include irritability or withdrawal, along with tension: negative emotions become contagious through social networks within teams that affect overall group dynamics (Barsade, 2002).

All the members of the work team as well as its leaders need to be emotionally intelligent and aware when it comes to keeping a supportive environment.

Creativity, Learning, and Innovation

Positive mental health helps cognitive flexibility, curiosity, and creative problem-solving (Amabile et al., 2005). A worker who feels psychologically safe will dare take risks, share new ideas, and continuously learn. The above-mentioned qualities hugely contribute to industries where innovation and change dependence are present. Bad mental health hampers creativity, promoting cognitive rigidity, fear of being judged, and being risk averse. Leach et al. (2013) found that people suffering psychological distress are less likely to engage in exploratory behaviors and more inclined to avoid challenges; this would reduce the adaptive capacity of the organization.

Workplace Safety and Error Rates

Mental health conditions impact physical safety and error rates. According to Reason (1990), stress, fatigue, and emotional instability might impair attention, reaction time, and decision making. Such occurs in the fields of manufacturing, transportation, and health care; thus, such conditions may expose workers to accidents, injuries, or errors that are life threatening. Companies, which have many employees suffering from psychological strain, are at risk for increasing safety incidents and increased liability risks. Management through workload determination, rest breaks, and emotional support systems can be used to reduce high-risk areas that are presented by poor mental wellness.

Organization Image and Employer Branding

Commitment by an organization to mental health extends beyond metrics within the organization. Organizations that make a public commitment to employee well-being will boost their employer brands and attract top talent and consumer loyalty (Deloitte, 2020). Today's workers increasingly want emotional help and flexibility along with psychological safety in the workplace. On the contrary, organizations that ignore their mental health

problems will face reputational damage, legal issues, and public protests. Online platforms such as Glassdoor amplify employee voices, making mental health practices part of the organization's public identity.

Financial Implications

The financial burden from workplace mental health problems is enormous. Direct costs consuming healthcare costs and amounts included in compensation claims cost the organization. The WHO (2019) highlights that on average, in every USD 1 invested in mental health interventions, the return in health and productivity goes up to fourfold. Organizations enrolled in mental wellness programs-such as counseling, training, and wellness initiatives-certainly yield good outcomes for the employees involved, which eventually translate to convincing economic advantages. Corporate social responsibility is featured in this type of program, thus augmenting resilience within organizations.

Almost every aspect of an organization is influenced by mental health. The implications extend to the behavior dimensions at work because mental health affects job performance, retention, engagement, innovation, safety, and even public perception. An organization's success in psychological well-being increases its chances of having a high-performing, committed, and resilient workforce. There is a very clear message: investing in mental health is not only a humane choice but rather an obligatory strategic imperative for sustainable prosperity.

2.5 Conceptual framework

The conceptual framework above provides an overview of how positive organizational factors affect employee mental health influencing mainly work-related outcomes. Four antecedents are identified as having a crucial effect on employee mental states: work-life balance, supportive leadership, organizational justice, and organizational culture. Employees can maintain their mental well-being when they have the flexibility to balance (work-life balance), receive emotional and professional support from their supervisors (supportive leadership), are treated fairly and transparently (organizational justice), and

enjoy a positive and inclusive work environment (organizational culture). A conducive work environment toward psychological well-being will minimize negative symptoms encompassing stress, anxiety, and burnout, thus augmenting employee mental health. Improved mental health propels key company outcomes: higher job satisfaction, where employees are satisfied and fulfilled in their positions; greater organizational commitment, represented through loyalty and intention to remain among employees; and enhanced employee engagement, where people are emotionally and cognitively invested in their work. Ultimately the framework accentuates that building mentally healthy workplaces via proactive organizational behaviors helps in employee wellness and relates directly to sustainable performance, retention, and organizational success.

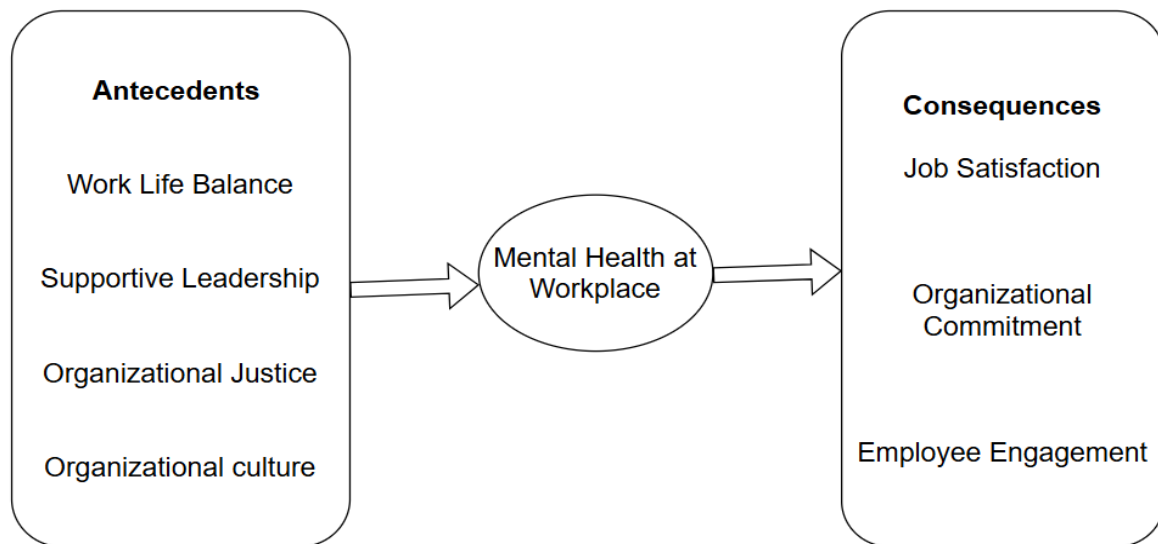


Figure 2.1 Conceptual Framework

2.6 Summary

There is a great deal of literature which summarizes workplace mental health and its multidisciplinary and profound consequences on both individuals and organizations.

Mental health affects the productivity, engagement, creativity, job satisfaction, and commitment of employees, as well as being an important contributor in reducing deleterious behaviors, such as absenteeism and presenteeism, turnover intention, and interpersonal conflicts. A psychologically healthy employee can focus much more on the tasks, stay motivated, and demonstrate emotional resilience, and hence perform much better in individual performance as well as teamwork. On the contrary, these outcomes are entirely reversed with poor mental health, where an employee suffers from cognitive impairment and emotional exhaustion, making them socially isolated, thus lowering the effectiveness of organizations. The review also implies that workplace safety, innovation capacity, and organizational reputation are fundamentally determined by the psychological status of the workforce. Financially, mental health has implications in healthcare costs, compensation claims, and productivity losses. Hence, literature has thoroughly highlighted the need to put up a friendly work environment that encourages mental well-being, not only from the moral and ethical perspectives but also from a strategic point of view, by which organizations are able to gain sustainability.

CHAPTER III RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers an organized method of interrogation into the aspects of mental well-being of employees working in the Information Technology (IT) sector, including its antecedents and consequences. It discusses the assumptions of the study, research design, approach, sampling strategies, sources of data, methods of data collection, instruments, and analysis techniques in short. This chapter, paving a trajectory of clarity for how the research was done, ensures easy understanding of the questions of transparency, replicability, and rigor of the investigation. The chapter justifying the choice of a quantitative descriptive research design has considered the relevance of each aspect of the methodology in relation to the study objectives and research questions. The research methodology employed in this study has been carefully designed to address each research objective and question. The chosen methods and analytical tools are appropriate for examining the proposed relationships and ensuring robust empirical validation.

3.2 Research Design

“Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his/her research problem along with the logic behind them” (Karabi, 2017. p.55). “A descriptive research design was adopted for the present study to unearth the antecedents and consequences of mental health among employees in the IT sector in Hyderabad”. Typically, a descriptive research design is best suited for those studies that describe an accurate profile of people, events, or situations without the intent of altering any variable (Creswell, 2014). As Burns and Grove (2005) explain, descriptive research is concerned with identifying and obtaining information pertaining to the characteristics of a particular problem or issue. This of course allowed for an in-depth understanding of employees’ workplace experiences, the organizational setting, and their impact on mental health outcomes.

Through descriptive research, the researcher examined the facts concerning various constructs considered as antecedents such as work-life balance, supportive leadership, whereas, organizational commitment, and employee engagement were examined as consequences of mental health. Babbie (2013) defined descriptive research as being the type of research that answers the “what” question concerning the variables in a given setting. The present research, thus, employed descriptive research to explore relations and patterns without any intervention or experimental manipulation.

According to Neuman (2014), quantitative descriptive studies enable researchers to quantify variables and examine statistical relationships among them. The structured questionnaire was designed to use standardized and validated scales from previous studies to ensure reliability and content validity.

Descriptive research not only helped in describing the general trends in the data but also in discerning subgroup differences among IT employees that depended on demographic categories. Polit and Beck (2012) stated that descriptive studies serve to formulate hypotheses for future research and contribute to decision-making in policy and practice. Therefore, the design fit both theoretical exploration and practical application.

It was descriptive statistics that includes frequency counts, percentages, means, and standard deviations that were used to profile respondents and provide a complete picture of sample data. This facilitated the visualization of central tendencies versus the dispersions of employee reactions against workplace mental health factors.

Descriptive research design was the basis for inferential analyses like correlation and regression, which were used to expose statistically significant relationships between antecedent variables and as per the objectives of the study. Thus while descriptive study by itself cannot fix causality, it sets a strong foundation for understanding associations and their contextual influences (Yin, 2011).

Thus, the whole descriptive design gave a fairly structured, empirical, and objective position from which to view workplace mental health. The focus on real-world employee experiences in the IT sector added value to both the academic perspective of the research and the organizational practice perspective. Through this approach, the study contextually

and factually sketched some outlines of the mental health landscape of IT professionals in Hyderabad.

3.3 Research Approach

This study is quantitative in nature, as it is concerned with implementing a systematic analysis of relationships between workplace factors, including work-life balance, supportive leadership, organizational justice, and organizational culture, against certain employee mental health outcomes. A quantitative approach is thus deemed to be the most appropriate to test the hypothesis, measure variables in terms of numerical data, and subject such data to statistical techniques for its analysis.

Quantitative research rests on the positivist paradigm where objectivity, generalizability, and replicability of the findings matter (Creswell, 2014). The present research uses structured survey instruments to gather data from IT employees in Hyderabad. This facilitates more robust comparisons, measures perceptions, and identifies patterns and relationships across variables that are in line with the deductive reasoning flows of the study.

After an extensive examination of previous research studies, a conceptual framework was developed, from which specific hypotheses were then drawn upon the basis of previously validated theories and empirical studies. Primary data was gathered using structured questionnaires; items for the questionnaires were selected from established scales used in prior scholarly work in an effort to ensure validity and reliability (Babbie, 2020; Hair et al., 2010). Each of the variables was operationalized using a multi-item measurement format based on Likert-type intervals; thus, correlation, regression, and other inferential techniques were employed in analysis.

In a cross-sectional survey design, perceptions are captured only at one point in time, that is identifying associations between organizational constructs and psychological outcomes (Bryman, 2016). And while this state limits the possibility of inferring causality, it nonetheless opens a window into the prevalence and coexistence of workplace conditions and mental health indicators within the IT sector.

The second merit of the quantitative research approach is that it permits the generalization of results to a wider population-subject to the limitations of the sample and its representativeness-warrants its applicability to inform organizational practices, policy decisions, and future academic engagements in similar settings.

3.4 Sampling plan

Population of the study

The target population consists IT sector employees in Hyderabad, India. Hyderabad is one of the top IT hubs in India, which hosts a huge mix of technology firms from multinational corporations to domestic start-ups and mid-sized enterprises. Given the dynamic and high-pressure nature of the IT industry, employees here often encounter very peculiar occupational stressors like extreme work demands, stiff deadlines, and ever-changing technological expectations, which renders this an interesting and significant area for studying mental health at the workplace.

The population consists of employees at different organizational levels; entry-level associates, middle managers, and senior professionals working in the area of software development, IT consulting, business process outsourcing, and technical support. The population of the research includes permanent employees as well as contractors of various IT companies operating in Hyderabad.

Sampling Method

A non-probability sampling was used. Practical considerations with regard to time, access, and company gatekeeping-the usual hindrances to research in sectors of high demand such as the IT sector-were important in the decision to go for convenience sampling (Etikan et al., 2016). The sampling method had an important advantage in that it enabled the collection of pertinent information from readily available and willing participants that met the inclusion criteria.

Convenience sampling holds great importance in social sciences and organizational research, especially when it is difficult to enumerate or fully access the target population (Creswell and Creswell, 2018). Although this method does not allow randomization, its

very strength is that it allows the researcher to obtain responses to the questions posed within circumscribed logistical and temporal limits, particularly while examining workplace behavior and mental health in a given industry setting (Bornstein et al., 2013). To offset some limitations of the convenience sampling method, conscious efforts were made to sample diversely across certain key demographic categories such as gender, age, work experience, and region. These tests were aimed at enhancing the heterogeneity and representativeness of the sample in terms of the workplace context and organizational culture variables, thereby strengthening the external validity of the findings (Teddle and Yu, 2007).

Sample Size Determination

The target sample size was somewhere about 400 respondents. This range was guided by recommendations in the quantitative research literature that it is considered that a minimum of 200–300 cases is usually adequate for correlation, multiple regression, and ANOVA analyses with acceptable statistical power (Hair et al., 2010; Tabachnick and Fidell, 2013). In general, in a survey, larger sample sizes maximize reliability of the statistical tests and allow the detection of subgroups through comparison-along the lines of age, gender, or years of experience. Valid responses collected amounted to 386, therefore exceeding the threshold and permitting more robust statistical testing.

Inclusion Criteria

The selection of participants was based on the following inclusion criteria:

- Employment status: The participant should currently be a full-time or contractual employee in an IT company based in Hyderabad at the time of data collection.
- Holding work experience: Participants should have worked for a minimum period of six months already in their present organization so that the subjects have enough exposure toward their organizational environment, leadership styles, and work cultures to respond more responsibly.
- Willingness: Participants were fully informed of all relevant details, including the purpose of the study, confidentiality, and anonymity of their responses.

This complies with ethical research standards outlined (Babbie, 2020). Criteria were used to guarantee the reliability of self-reported data and to maintain the ethical integrity of the research process itself.

Geographical Scope-Hyderabad as a Study Setting

The geographically defined scope of the study has been looked into only in Hyderabad, one of the foremost IT hubs in India, sometimes referred to as Cyberabad. The city flourishes as a melting pot for multinational tech giants, Indian-grown service providers, product-based startups, and innovation centers. The rich and diverse IT ecosystem present in Hyderabad makes this city a fitting microcosm for studying workplace mental health dynamics in the Indian context (NASSCOM, 2023).

Hyderabad's IT sector is famed for intensive work environments, deadline-driven culture, and cognitive workload, thus providing a relevant context for studying issues of employee well-being, organizational culture, and mental health stressors. By limiting the geographic scope but industrial significance of this study, contextual depth and practical relevance were achieved while ensuring manageability of data collection.

Conveniently, the study of local IT professionals provides place-based insights valuable for informing local organizational policy and for generating widely applicable patterns in comparable urban tech settings across India.

3.5 Sources of data

The present study was undertaken using primary and secondary data to understand antecedents and consequences of mental health concerning the employees of the IT sector of Hyderabad. The mixed approach offered triangulated insights thereby fortifying the empirical and theoretical contributions of research.

Primary Data

Primary data were collected directly from IT professionals working in different organizations in Hyderabad. The data collection procedure included the use of structured questionnaires for firsthand information on work situation dynamics regarding mental health at the workplace. Much of this survey instrument was derived from established and previously validated scales in essential scholarly literature. These included key workplace antecedents as well as outcome variables (Allen and Meyer, 1990; Eisenberger et al., 2002; Schaufeli et al., 2006; Greenhaus and Allen, 2011).

The questionnaire relied mostly on closed-ended questions to get them measured on a five-point Likert scale, thereby ensuring quantitative measurement of the perceptions and attitudes of the respondents. Thus, all information can be standardized and subjected to rigorous statistical scrutiny. The survey also included demographic questions covering the variables such as age, sex, education, and years of professional service.

To ensure maximum participation by accommodating different work routines and levels of access that IT employees have, data were collected through a combination of offline (paper-based) and online (Google Forms) means. Each respondent was informed about the purpose and scope of the study and consented before participating. Anonymity, voluntary participation, and confidentiality of responses as per established research ethics protocols were upheld to fulfill ethical standards (Bryman, 2016).

Secondary Data

Secondary data also played a fundamental role in providing theoretical, contextual, and empirical backdrop to the study. Conceptual framework and literature base were drawn mainly from academic journals, books, studies by other researchers before, and institutional reports. This included studies from above the disciplines such as occupational health psychology and organizational behavior and human resource management which have always been the importance field of studies regarding the work environments and employee well-being implications, as done under Cooper and Cartwright (2018); Bakker and Demerouti (2007); Kahn and Byosiene (1992).

In addition to peer-reviewed academic materials, industry white papers, international and national organizations reports, and corporate documentation on employee wellness programs from IT firms in India were studied to understand current trends and best practices on promoting workplace mental health. Thus, through using these sources, the bigger picture in which this research was situated with respect to employee well-being initiatives becomes clearer, again focusing on high-performance work environments like the Indian IT sector.

Further available publicly were the policy documents and corporate wellness reports from the Hyderabad-based IT companies, which would also provide contextual data about the organization's practices and interventions for supporting mental health.

A mix of primary and secondary data would be perfect for creating a solid qualitative and a good amount of quantitative understanding of the problem. Primary data would yield real-life empirical insights directly from IT professionals while secondary data will supplement some theoretical frameworks, supporting literature, and broader industry trends. This convergence would strengthen the validity, reliability, and relevance of research outputs, enabling well-substantiated interpretations and findings (Creswell, 2014). This would also enable identifying research gaps, confirming visible patterns on the dataset primary, and showcasing applied implications toward the IT sector. It considerably increased the scholarly and practical usefulness of the study through dual-source data because it makes sure that the findings are contextually grounded and very much in line with the literature about workplace mental health.

3.6 Questionnaire development

The questionnaire intended for this study would proceed on the basis of an arduous review of literature and standard psychometric scales, with the sole intent of making an instrument reliable, valid, and theoretically relevant in measuring the anticipated causes and consequences concerning mental health within an organizational setting, particularly among IT professionals in Hyderabad.

The questionnaire consisted of three significant contrivances, that is, demographic information, antecedent variables, and consequence variables. The demographic section captured essential background details such as age, educational qualification, years of experience, and regional origin. This was essential for conducting subgroup analyses and understanding how personal and professional characteristics might influence mental health outcomes.

Antecedents of Mental Health

To measure work-life balance, three items were adapted from Brough et al. (2014), who developed and validated a concise scale for assessing perceived balance between professional and personal life. One of the statements would be “I currently have a good balance between the time I spend at work and the time I have available for non-work activities,” and such items were designed to capture employees’ subjective experiences of equilibrium across domains.

Supportive leadership was measured using four items derived from the work of Greenhaus et al. (1990). These items assessed the extent to which supervisors supported employees’ career development, recognition, and communication. An item like “My supervisor cares about whether or not I achieve my career goals” aimed to reflect the interpersonal and developmental dimensions of leadership support.

In terms of the effect of organizational justice, Ambrose and Schminke (2009) scale items were used with respect to perceptions about fair treatment, policies, and outcomes. An item such as “In general, the policies and procedures of this organization are fair” grants access to a wide concept of justice in terms of its procedural and distributive aspects.

For assessing organizational culture, six items were adapted based on Cameron and Quinn’s (1999) OCAI. Such dimensions comprised teamwork, innovation, goal orientation, bureaucracy, shared purpose, and autonomy, such as: “People in this organization work together like a family,” which depicts clan culture.

Consequences of Mental Health

Of the five items used to assess job satisfaction, Cellucci and DeVries (1978) sourced these from the “Managerial Job Satisfaction Questionnaire (MJSQ)”. The indicators of this job satisfaction included authority, autonomy, skill utilization, recognition, and overall job content, as in the phrase, “I am satisfied with the overall content of my job.”

Three of Allen and Meyer’s items were used in this measurement (1990). The authors made the distinction between three types. Items such as “I feel a strong sense of belonging to my organization” would have captured the emotional attachment and “I feel a sense of duty to remain with my organization” represent normative commitment.

Last but not least, employee engagement was measured using Schaufeli and Bakker’s (2003), which is one of the most widely validated scales and used in organizational research. Such items included “I feel energized and motivated to work hard each day,” and “I am eager to contribute to its success,” encompassing vigor, dedication, and absorption under engagement.

Measurement Format and Administration

The scale items of the instrument were rated in a five-point Likert scale “ranging from 1 = Strongly Disagree to 5 = Strongly Agree”. This format ensured consistency and easiness to respond and made possible nuanced measurement of employee perceptions and attitudes.

Pilot Study

The pilot study was done before starting the full-scale data collection and it checked the questionnaire designed for measuring workplace mental health antecedents and consequences among IT professionals in Hyderabad with respect to clarity, reliability, and contextual appropriateness. To refine the instrument, validate that items work, and ensure respondents understand each question in the intended manner.

Objectives of the Pilot Study

- To assess the questionnaire items’ understandability and relevance.

- To measure construct internal consistency reliability.
- To establish average time taken for questionnaire completion.
- To identify ambiguities, redundancies, or technical errors in the instrument.
- To solicit early feedback on overall structure and wording.

Procedures

Convenience sampling was employed to obtain a sample of 30 IT employees in Hyderabad, India, working in various companies. The sample enjoyed various job roles and experience levels to give a representative preview of the primary target population. The pilot survey was conducted online and offline as both methods were tested for their functionality and reach.

Items in the Pilot Questionnaire Addressed Every Core Construct: Work-Life Balance (Brough et al., 2014), Supportive Leadership (Greenhaus, et al., 1990), Organizational Justice (Ambrose and Schminke, 2009), Organizational Culture (Cameron and Quinn, 1999), Job Satisfaction (Cellucci and DeVries, 1978), Organizational Commitment (Allen and Meyer, 1990), and Employee Engagement (Schaufeli and Bakker, 2010).

Respondents were also encouraged to provide qualitative feedback regarding any confusing or difficult items, suggest wording improvements, and comment on the overall flow of the questionnaire.

Key Findings

Clarity and language: Most participants felt that the language was simple and comprehensible. Minor changes were made for clarity in wording and to avoid double-barreled questions.

Time: On average, it took participants 10-12 minutes to complete the survey, which was considered reasonable.

Reliability Testing: To evaluate internal consistency, Cronbach's alpha was determined for each construct. All scales indicated acceptable to high reliability ($\alpha > 0.70$), demonstrating cohesion in items aimed at measuring the concerning constructs.

Feedback: Some minor changes were suggested by suggestions to reorganizing some sections on the basis of better logical progression and examples or simpler wording used to illuminate terms such as “career goals” and “organizational procedures.”

In summary, the pilot study demonstrated that the questionnaire items were valid for the main study. Reliability statistics affirmed the internal consistency of the scales, while the feedback from participants helped to fine-tune the questionnaire for greater comprehension and engagement. This ensured that the final version of the survey was both psychometrically reliable and contextually-related to the employees of the IT sector in Hyderabad.

3.7 Data Collection

The data collection process was performed using an organized methodology to ensure the accuracy, reliability, and representativeness of the information so gathered from collection under study.

Development of the Questionnaire

The questionnaire was prepared using validated scales adapted from established academic literature. The questionnaire comprises two major sections:

Section A: Demographic Information- including gender, age, marital status, educational qualification, job position, work experience, and regional background.

Section B: Constructs Under Study- consisting of the important constructs below:

- Work-life balance (Brough et al., 2014)
- Supportive Leadership (Greenhaus et al., 1990)
- Organizational Justice (Ambrose and Schminke, 2009)
- Organizational Culture (Cameron and Quinn, 1999)
- Job Satisfaction (Cellucci and DeVries, 1978)
- Organizational Commitment (Allen and Meyer, 1990)
- Employee Engagement (Schaufeli and Bakker, 2003)

The respondents marked their responses along each of the variables on a “five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5)”, hence qualifying an intensity of perception and attitude. There was a pilot test among a sample of 30 IT professionals to check for reliability, clarity, and internal consistency of the questionnaire. Findings of the pilot study led to the refinement of item wording and improved the logical flow of the survey. The Cronbach’s alpha coefficients for all constructs were above the threshold value of 0.70, thus attesting to the internal reliability.

Mode of Data Collection

For maximum accessibility and reach:

- Online Surveys were distributed via Google Forms and emails to professionals who were in remote jobs or hybrid roles.
- Offline Surveys were conducted through collaborations of IT firms and professional networks in Hyderabad for on-site employees.
- The period of data collection lasted two months. All participants were given the assurance of confidentiality and anonymity. Informed consent was obtained from the participants, in accordance with the standards of ethical research.
- In the last two months, the data was collected and consent obtained from all participants regarding confidentiality and anonymity.
- 386 valid responses were obtained, and these were used for further statistical analysis. The balanced mix of both approaches increased response rates and minimized sampling bias.

3.8 Data Analysis

Quantitative data analysis includes the statistical methods and procedures applied for analysis of data collected for the study on antecedents and consequences of mental health in the IT sector. This analysis aims to systematically explore relationships between workplace characteristics and mental health outcomes among IT professionals in Hyderabad and how demographic variables may shape these relationships.

Data Preparation and Cleaning

Data from structured questionnaires were entered in SPSS software after coding to enable their analysis. The initial stage of data processing involves screening for missing values, inconsistencies, and outliers. Missing responses were assessed and incomplete entries were deleted as necessary. Standardized scores and visual inspection of boxplots were used to identify outliers. This ensured the integrity and reliability of the dataset prior to running statistical analyses.

Descriptive Statistics

The general characteristics of the sample were summarized in descriptive statistics, which presented all the central tendencies and dispersions of the study variables. Mean, standard deviation, frequencies and percentages were employed to explain respondent demographics (e.g., gender, age, education, experience) and for understanding the distribution of scores on key variables.

Reliability Analysis

To measure the internal consistency of the measurement instruments used in the survey, Cronbach's alphas were computed for each construct. A threshold of 0.70 and above was deemed acceptable for demonstrating reliability for the measurement of the scale items. The analysis confirmed whether the items grouped under each variable were measuring the same underlying construct.

Correlation Analysis

Pearson's correlation coefficients served the study for the direction as well as strength of relationships between continuous variables. This method was therefore used to explore whether significant linear relationships lie between the selected antecedents (like supportive leadership or organizational justice) and the outcomes mentioned earlier (like employee engagement or organizational commitment). The analysis of correlation was done to give the preliminary knowledge of how these constructs are related.

Regression Analysis

Multiple regression analysis was done to analyze the predictive relationship between workplace antecedents and mental health outcomes. The independent variables were then entered into the model so as to evaluate their individual and joint capability of predicting the dependent variables. This method enabled determining which workplace factors had significantly contributed to variations in employee mental health and work-related outcomes. Multiple regression enabled control of various predictors simultaneously, thereby giving a clearer picture of each factor's unique effect.

Group Comparison Tests

Independent samples t-tests and one-way ANOVA were used to ascertain whether there were differences in mental health outcomes across various demographic categories. T-tests were applied for dichotomous variables (such as those exposed to gender), while ANOVA variables were ones that showed more than two categories (such as age group or work experience). These inferential tests found possible uses in determining whether significant differences in mental health perceptions and outcomes existed among demographic groups. Where significant results were found in ANOVA, post hoc comparisons were applied to identify which specific groups differed from each other.

All analysis procedures were directly aligned with the objectives of the study. Descriptive and inferential techniques were chosen for the purposes of systematically addressing research questions, testing proposed relationships, and exploring the role of demographic moderators. Such planned approach to data analysis assured that the findings will be both statistically sound and meaningfully aligned with research objectives.

3.9 Summary

To summarise, the research was methodologically designed for validity, reliability, and relevance towards research objectives. With a survey-based quantitative design for this study, causal inferences regarding the variables in question were enhanced significantly. The application of well-recognized measurement instruments via expert validation and

piloting further maintained the strength of the collection process. SPSS was a powerful and flexible analytical environment to analyze complicated relationships. This methodology, therefore, falls well into the current usages of research in organizational behavior and workplace well-being, thus adding credibility and generalizability to the study. All in all, the methods provide a reasonable platform to ascertain how positive organizational factors affect employee mental health, which, in turn, affects most important outcomes like satisfaction, commitment, and engagement. The knowledge acquired from the present study will be an important contribution to academic writing and managerial practice on establishing a psychologically healthy workplace.

CHAPTER IV DATA ANALYSIS

4.1 Introduction

This chapter dives deep into the data gathered to study the factors affecting mental health, particularly in the Information Technology (IT) sector in Hyderabad. The main goal is to uncover how various workplace elements like “work-life balance, supportive leadership, organizational justice, and culture” to important outcomes such as “job satisfaction, commitment to the organization, and employee engagement”. The chapter begins with a detailed look at the demographic profile of respondents, giving a clearer picture of the sample in terms of age, gender, education, marital status, work experience, and where they come from. After laying out the demographics, inferential statistical methods were applied to test our research hypotheses and delve into the objectives we outlined in previous chapters. This includes correlation analysis to gauge the strength and direction of relationships between variables, regression analysis to see how antecedents predict mental health outcomes, and t-tests and ANOVA to investigate differences in mental health experiences across various demographic groups. By using these methods, we ensure that our findings are both statistically sound and meaningful. This analysis not only evaluates the theoretical ideas discussed in the literature review but also offers real-world evidence on how mental health is influenced in organizational environments and how it, in turn, impacts both individual and organizational performance. The insights gained from this chapter set the stage for the discussions and interpretations that will follow in the next chapter, ultimately helping to develop practical recommendations for creating mentally healthy workplaces in the IT industry.

4.2 Demographic Profile of Respondents

The demographic table shows the general background of the participating subjects in the study. Through a set of demographic variables, the study attempts to lay a context for its findings, as well as explain the existence of differential mental health outcomes across the various types. These variables will weigh heavily on decisions about how an employee

perceives workplace conditions and responds to stressors in their work-life balance, which come into their well-being and work behavior. This section forms the foundation of further statistical analysis by presenting the composition of the respondents.

Tabl4 4.2.1 Frequency distribution (Gender)

Gender	Frequency	Percent
Male	250	64.8
Female	136	35.2
Total	386	100

Of the total 386 respondents surveyed for this study, 250 (64.8%) were male and 136 (35.2%) were female. This distribution mirrors the gender imbalance that persists in the Indian IT industry, where male participation remains considerably higher than female. However, with one-third of the respondents being women, it does offer a reasonable level of representation and diversity to explore gender-based differences in mental health outcomes.

Tabl4 4.2.2 Frequency distribution (Marital Status)

Marital Status	Frequency	Percent
Unmarried	270	69.9
Married	116	30.1
Total	386	100

A high percentage of respondents, 270 or 69.9%, reported being unmarried, and 116 (30.1%) were married-almost following a trend seen in the IT industry that, especially in urban centers such as Hyderabad, is largely dominated by younger professionals in early or middle stages of their careers. These conditions may bear on work-life balance and stress

management because of differences in social commitments and personal responsibilities between single versus married employees.

Tabl4 4.2.3 Frequency distribution (Age)

Age	Frequency	Percent
Less than 25	108	28.0
25-30 years	120	31.1
31-40 years	49	12.7
41-45 years	67	17.4
45 and above	42	10.9
Total	386	100

The age distribution presents a picture of a relatively young workforce. About 28.0% of respondents were less than 25 years, while 31.1% were in the age group of 25-30 years, constituting the major chunk of the sample. Respondents between 31-40 years age group accounted for 12.7%, those in the age group of 41-45 years accounted for 17.4%, while only 10.9% were 45 years and above. The information confirms that IT employment, especially in Hyderabad, largely caters to younger professionals, which can vary job stress from career aspirations to the focus on mental health.

Tabl4 4.2.4 Frequency distribution (Education)

Education	Frequency	Percent
Graduate	146	37.8
Post Graduate	183	47.4
Others	57	14.8
Total	386	100

Considering the educational qualifications, the data shows a well-educated working population. Nearly half the respondents held postgraduate qualifications at 47.4%, and 37.8% had undergraduate degrees. The remaining 14.8% had either other types of qualifications, which could be in the form of technical diplomas or professional certificate courses. Such an educational profile is typical of the IT sector that demands special knowledge and skills and further validates the fitness of the sample for the study of work-related psychological and organizational factors.

Tabl4 4.2.5 Frequency distribution (Work Experience)

Work Experience	Frequency	Percent
Less than 3 years	130	33.7
3-6 years	112	29.0
6-9 years	70	18.1
9-12 years	41	10.6
More than 12 years	33	8.5
Total	386	100

The study participants were overwhelmingly less experienced in the industry, with 33.7% in their infancy with less than three years and 29.0% somewhat experienced between three to six years. A small number had established themselves in the industry for the periods of six to nine years and nine to twelve years: 18.1% and 10.6%, respectively, and few are greatly experienced (above twelve years) at 8.5%. This skew toward early-career professionals could affect the stress levels and mental health issues being brought up in this study, given that less experienced employees might be under more pressure to prove themselves and to lose adaptation in challenging work environments.

Tabl4 4.2.6 Frequency distribution (Region)

Region	Frequency	Percent
South	131	33.9
North	112	29.0
West	95	24.6
East	48	12.4
Total	386	100

Even though the survey took place in Hyderabad, the participants came from various parts of India, thanks to the city’s reputation as a major IT hub. The southern region contributed the largest share of respondents at 33.9%, followed by 29.0% from the north, 24.6% from the west, and 12.4% from the east. This mix of regions enhances the external validity of the findings within the Indian IT landscape and allows for a closer look at any regional or cultural differences in mental health experiences and workplace attitudes.

4.3 Reliability analysis

“Cronbach’s Alpha is a statistical measure used for assessing the internal consistency or reliability of a set of scale or test items”. It assesses how good a group of items measures an individual unidimensional latent construct (Cronbach, 1951). “The value of Cronbach’s Alpha ranges from 0 to 1, with higher values indicating among various items better internal consistency” (Cronbach, 1951). Generally, any value of 0.70 and above indicates an acceptable measure for basic research, 0.80 above indicates good, while above 0.90 is excellent (Nunnally and Bernstein, 1994; Tavakol and Dennick, 2011). Calculating Cronbach’s alpha bases itself on the average inter-item correlations and the number of items in the measuring instrument. Further, a larger number of items could drive up alpha, even if inter-item correlations are modest. On the other hand, few items even though have high correlation could yield a lower alpha (Cortina, 1993). Interpretation of Cronbach’s Alpha along with the number of items becomes vital along with the theoretical coherence of the construct.

Table 4.3.1 Reliability analysis

S. No	Variable	Cronbach's Alpha	Number of Items
1	Work life balance	0.716	3
2	Supportive leadership	0.865	4
3	Organizational justice	0.883	6
4	Organizational culture	0.896	6
5	Job satisfaction	0.911	6
6	Organizational commitment	0.858	6
7	Employee engagement	0.857	6
8	Complete scale	0.889	36

The table shows the “internal consistency reliability” of the scales of measurement used in the study as determined by Cronbach’s Alpha, a well-accepted statistical parameter for psychometric reliability assessment. The range of “Cronbach’s alpha values is between 0 to 1. Higher values denote higher internal consistency among items within a scale. A value of 0.70 is considered to be the appropriate cut-off, 0.80 would be viewed as good, whereas above 0.90 can be considered as excellent”. The variables in this study have all reached or exceeded the acceptable level of reliability. The Work-Life Balance scale’s Cronbach’s Alpha stood at 0.716 with 3 items, which can be regarded as acceptable reliability despite the fewer items causing a negative impact on alpha values. Meanwhile, Supportive Leadership with an alpha of 0.865 based on 4 items, Organizational Justice with an alpha of 0.883 on 6 items, Organizational Culture on 6 items with an alpha of 0.896, Job Satisfaction on 6 items with an alpha of 0.911, Organizational Commitment on 6 items with an alpha of 0.858, and Employee Engagement with an alpha of 0.857 based on 6 items show high internal consistency. The high alpha of the Job Satisfaction scale indicates that this scale, in particular, is very cohesive. Lastly, the entire instrument of the study with 36 items across all constructs has a Cronbach’s alpha of 0.889; the high overall reliability indicates that this entire measurement tool is solid and adds weight that the items work

together to give a consistent and reliable measure of the core concepts being investigated in the study.

All respective constructs in the study (e.g., work-life balance, supportive leadership, job satisfaction) yielded Cronbach's Alpha values ranging from well over 0.70, thus clearly indicating that all scales were considered to be reliable and could be applied for any further statistical analyses such as regression.

4.4 Results of Correlation analysis

Correlation analysis is an essential preliminary prerequisite in organizational behavior research in order to learn about the relationships to be established among the various variables before any advanced statistical method can be used. The present study performed correlation analysis to measure the degree of association between major organizational aspects work-life balance, supportive leadership, organizational justice, and organizational culture and employee outcomes. The establishment of significant and positive correlations between these variables is a prerequisite for justification of further investigation using regression; without this prerequisite, such tests of causal models would lack empirical grounding. Correlation analysis describes relationships but also validates the theoretical assumptions that guide the study and directs the choice of analytical models.

Table 4.4.1 Correlation table (Combined)

Correlations			
		Antecedents	Consequences
Antecedents of Mental health	Pearson Correlation	1	.804**
	Sig. (2-tailed)		.000
	N	386	386
**. Correlation is significant at the 0.01 level (2-tailed).			

The Pearson correlation analysis has revealed a strong and significant positive relationship between the mental health antecedents and consequences. Here, the correlation coefficient

is seen at $r = 0.804$, thus indicating that the more positive antecedents of mental health (such as organizational culture, supportive leadership, work-life balancing, etc.), the more positive consequences will be incurred. Such strong positive association denotes that improvements made in conditions of workplaces that further support mental well-being are highly associated with better outcome facilitation for employees. The significance value ($p = .000$) gives evidence that this relationship holds statistically at the 0.01-level. The analysis was therefore conducted to ensure reliability and generalizability of the findings. Therefore, H1 is supported.

4.5 Correlation between all antecedents and consequences

Table. 4.5.1 Correlation

		Job satisfaction	Organizational commitment	Employee engagement
Work life balance	Pearson Correlation	.612**	.586**	.701**
	Sig. (2-tailed)	.000	.000	.000
	N	386	386	386
Supportive leadership	Pearson Correlation	.687**	.546**	.638**
	Sig. (2-tailed)	.000	.000	.000
	N	386	386	386
Organizational Justice	Pearson Correlation	.664**	.603**	.657**
	Sig. (2-tailed)	.000	.000	.000
	N	386	386	386
Organizational culture	Pearson Correlation	.663**	.565**	.633**
	Sig. (2-tailed)	.000	.000	.000
	N	386	386	386

This table contains Pearson correlation coefficients for the four independent variables: “Work-Life Balance, Supportive Leadership, Organizational Justice, and Organizational

Culture, and Job Satisfaction, Organizational Commitment, and Employee Engagement” as three major outcome variables. The strength of all correlations is positive and statistically significant at the 0.01 level (2-tailed), based on responses from 386 respondents. This means that an improvement in any of the independent variables will significantly associate with job satisfaction, commitment, and engagement rising within employees.

Work-Life Balance influences Employee Engagement strongly ($r = .701$), indicating that an employee who is able to balance his or her work and life will likely be emotionally and cognitively involved in the job. Moderate correlations were found between Work-Life Balance and Job Satisfaction ($r = .612$) and Organizational Commitment ($r = .586$), indicating that work-life balance holds considerable sway in the creation of positive orientations towards work.

Supportive leadership has the strongest correlation with job satisfaction ($r = .687$), underscoring the importance of leadership behaviors on how employees perceive their work environment. On the other hand, it positively correlates with employee engagement ($r = .638$), and organizational commitment exhibits a convert ($r = .546$), indicating that leaders who provide support, recognition, and open communication will elicit the emotional and attitudinal involvement of the organization.

Organizational justice displays high and stable associations with all three outcomes: job satisfaction ($r = .664$), organizational commitment ($r = .603$), and employee engagement ($r = .657$). These values indicate that perceptions of fairness be it in resource allocation, the process of decision-making, or the treatment are significant constructs in building positive and committed workforces.

Organizational culture is, however, strongly interactive with job satisfaction ($r = .663$), organizational commitment ($r = .565$), and employee engagement ($r = .633$). It means that the conducive, inclusive, and strategically aligned culture system is an important factor in contributing to employee morale and participation.

To summarise, the table substantiates the proposition that all four organisational factors positively affect key employee outcomes. These significant correlations imply the

theoretical proposition that a supportive leadership and fair organisational environment, good work-life balance, and supportive culture significantly influences the commitment, satisfaction and engagement level of employees.

4.6 Results of Regression analysis

To analyze the impact of key organizational and psychological factors on employee-related outcomes, simple linear regression analyses were conducted. This evaluation includes studying the predictive power of different precursors of mental health-such as organizational culture, work-life balance, supportive leadership, and organizational justice into outcomes. The analysis thus examines how much the independent variables explain a particular amount of variance for the dependent variables concerning each other and gives empirical insight into their relative importance in resulting in or enabling positive behaviors and attitudes in the workplace. The R² values from each model, thus, reflect the amount of variance of the outcome variable contributed by each predictor and allow for making an interpretation of which factors regarding their magnitude most favor the development of organizational commitment and engagement.

4.6.1 Impact of antecedents of mental health on job satisfaction of employees

Impact of work life balance (antecedent of mental health) on job satisfaction (consequence of mental health)

Table 4.6.1 Model Summary (WLB and JS)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.612	.375	.373	.789
a. Predictors: (Constant), Work life balance				

Regression analysis gives insight into how the perception of balance between work and personal life affects an employee's general job happiness. Looking at the Model Summary table, it is found that a correlation coefficient (R) of 0.612 indicates a moderately strong positive relationship between work-life balance and job satisfaction. R² value of 0.375 reveals that variations in work-life balance can explain almost 37.5% variance in job satisfaction. This is considered a significant proportion, especially in the organizational field, where employee attitudes are affected by numerous factors. 0.373 adjusted R² value supports the robustness of the estimate after consideration of sample size while the standard error of 0.789 is suggestive of an accurate prediction of the model.

Table 4.6.2 ANOVA Table (WLB and JS)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	143.291	1	143.291	230.114	.000
	Residual	239.116	384	.623		
	Total	382.407	385			
a. DV: Job satisfaction						
b. Predictors: (Constant), Work life balance						

The ANOVA table enhances support for the model, with an F-value of 230.114, which is highly significant, and a p-value of .000, asserting statistical significance for the regression model as a whole. This means that by including work-life balance to predict job satisfaction, we can now perform significantly better than if we had no predictors. Therefore, it further affirms that changes in work-life balance are considerably associated with changes in job satisfaction.

Table 4.6.3 Coefficient Table (WLB and JS)

Coefficients				
Model	Unstd. Coeff.	St. Coeff.	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.337	.147		9.082	.000
	Work life balance	.614	.040	.612	15.169	.000
a. DV: Job satisfaction						

The ensuing Coefficients table discusses the relationship's strength and direction in detail. The Unstd. Coeff. with a value of 0.614 indicates that when all else is held constant, a one-point increase in perceived work-life balance results in a 0.614-point increase in job satisfaction. The high positive impact is further bolstered by the standardized beta coefficient of its value of 0.612, and the table t-value of 15.169 gives the value of p as .000, indicating that this highly significant effect is valid. Such are the results that work-life balance stands as a significant and strong predictor of job satisfaction, thus emphasizing its importance in nurturing employees' mental well-being and satisfaction at their workplaces.

Impact of supportive leadership (antecedent of mental health) on job satisfaction (consequence of mental health)

Table 4.6.4 Model Summary (SL and JS)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.687	.469	.468	.793
a. Predictors: (Constant), Supportive leadership				

In the Model Summary, R = 0.687 highlights a strong positive link between supportive leadership and job satisfaction. The R² value of 0.469 implies that about 46.9% of the variance in job satisfaction can be explained by the level of supportive leadership perceived by employees, which is quite considerable by standards used in organizational behavior research.

Table 4.6.5 ANOVA Table (SL and JS)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.050	1	141.050	224.412	.000
	Residual	241.356	384	.629		
	Total	382.407	385			
a. DV: Job satisfaction						
b. Predictors: (Constant), Supportive leadership						

The ANOVA table confirms the overall significance of this regression model. Hence, an F-value of 224.412 with a p-value of .000 indicates statistically the significance of the model, meaning that the presence of supportive leadership in the predictor variable would significantly add to the ability to explain some variation in job satisfaction.

Table 4.6.6 Coefficient Table (SL and JS)

Coefficients						
Model		Unstdn. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.314	.150		8.741	.000
	Supportive leadership	.589	.039	.607	14.980	.000
a. DV: Job satisfaction						

Unstdn. Coeff. (B = 0.589) means that with all other factors held constant, a one-point increase in perceived supportive leadership would lead to an increase in job satisfaction by 0.589 units. The standardized beta coefficient further corroborates the strong positive impact ($\beta = 0.607$), while the t-value of 14.980 with an accompanying p-value of .000 also concludes the statistical significance.

Impact of Organizational justice (antecedent of mental health) on job satisfaction (consequence of mental health)

Table 4.6.7 Model Summary (OJ and JS)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.664	.440	.439	.746
a. Predictors: (Constant), Organizational justice				

R (0.664) value in the Model Summary strongly shows a positive relationship between the employee perceptions of organizational justice on the one hand and job satisfaction on the other hand. That indicates a 44% variance in job satisfaction due to organizational justice as pointed out by the R² value of 0.440. This brings into very clear relief the significant role played by decision fairness, resource distribution fairness, and personal treatment fairness on the job satisfaction realized by an employee.

Table 4.6.8 ANOVA Table (OJ and JS)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.419	1	168.419	302.226	.000
	Residual	213.988	384	.557		
	Total	382.407	385			
a. DV: Job satisfaction						
b. Predictors: (Constant), Organizational justice						

ANOVA table also confirms the statistical significance of this regression model. The F-value of 302.226 and a p-value of .000 indicate high model significance and substantial contribution of the independent variable-organizational justice-towards job satisfaction.

Table 4.6.9 Coefficient Table (OJ and JS)

Coefficients						
Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.951	.151		6.317	.000
	Organizational justice	.696	.040	.664	17.385	.000
a. DV: Job satisfaction						

Further details can be seen in the coefficient table. The Unstdnd. Coeff. from the model for organizational justice (B = 0.696) indicates that a one-unit increase in perceived organizational justice translates into a 0.696 addition to job satisfaction. This is the greatest coefficient so far across the discussed models, highlighting the very strong influence justice perceptions can have on employee attitudes. This relationship's strength is corroborated by the standardized beta coefficient ($\beta = 0.664$), and the very high t-value of 17.385 with an associated .000 p-value confirms its extreme statistical significance.

Impact of Organizational culture (antecedent of mental health) on job satisfaction (consequence of mental health)

Table 4.6.10 Model Summary (OC and JS)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.663	.439	.438	.747
a. Predictors: (Constant), Organizational culture				

As per Model Summary, $R = 0.663$ is a strong positive correlation between perceptions of the organizational culture and job satisfaction. On the other hand, the R^2 value of 0.439 attests to approximately 43.9 percent of the discrepancy attributed to organizational culture with regards to job satisfaction. This clearly indicates that the cultural environment within an organization-like shared values, norms, practices, and the psychological atmosphere-could just about account for nearly half of what influences employee satisfaction regarding jobs.

Table 4.6.11 ANOVA Table (OC and JS)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.006	1	168.006	300.907	.000
	Residual	214.400	384	.558		
	Total	382.407	385			
a. DV: Job satisfaction						
b. Predictors: (Constant), Organizational culture						

With an F-value of 300.907 and a p-value of .000, the ANOVA table indicates that the regression model is statistically significant. The high F-value suggests that organizational culture has a significant effect on the predictive ability of job satisfaction compared to a model with no predictors; therefore, the relationship must exist and is not simply due to chance.

Table 4.6.12 Coefficient Table (OC and JS)

Coefficients						
Model		Unstd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.054	.145		7.264	.000

	Organizational culture	.670	.039	.663	17.347	.000
a. DV: Job satisfaction						

The coefficients are helpful in determining effect sizes. The Unstd. Coeff. ($B = 0.670$) demonstrates that, on average, for every one-unit increase in the score for perceived organizational culture, job satisfaction would increase by 0.670 units when all other factors are kept constant. The standardized beta coefficient ($\beta = 0.663$) confirms this point in standardized terms and indicates a strong effect. The t-value of 17.347 and significance level of .000 suggest a high degree of statistical significance.

4.6.2 Impact of antecedents of mental health on organizational commitment of employees

Impact of work life balance (antecedent of mental health) on organizational commitment (consequence of mental health)

Table 4.6.13 Model Summary (WLB and COM)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.586	.344	.342	.679
a. Predictors: (Constant), Work life balance				

Based on the Model Summary above, the correlation coefficient ($R = 0.586$) indicates a fair relationship in which WLB and organizational commitment are positively correlated. The R-square value of 0.344 indicated that approximately 34.4% variance in organizational commitment can be explained by differences in work-life balance. This is a substantial proportion because organizational commitment itself is a very multi-faceted construct, influenced by many personal or workplace factors. The Adjusted R² (0.342) confirms its predictive power accurate by considering sample size while 0.679 value indicates a fairly reasonable level of accuracy with which predictions are made by the model.

Table 4.6.14 ANOVA Table (WLB and COM)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.888	1	92.888	201.311	.000
	Residual	177.184	384	.461		
	Total	270.073	385			
a. DV: Organizational commitment						
b. Predictors: (Constant), Work life balance						

Therefore, the ANOVA table substantiates the model significance with a considerable F-value of 201.311 and a p-value of .000, confirming that the model has significant statistical power and it upholds that work life is meaningful when it comes to predicting organizational commitment.

Table 4.6.15 Coefficient Table (WLB and COM)

Coefficients						
Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.032	.127		16.042	.000
	Work life balance	.494	.035	.586	14.188	.000
a. DV: Organizational commitment						

But further detailed understanding of predictive effect is to be found in the Coefficients table. The Unstdnd. Coeff. (B=0.494) implies that one unit per increase in perceived work-

life balance increases organizational commitment with 0.494 units, the rest being equal. The standardized beta coefficient ($\beta=0.586$) holds a strong influence of the work-life balance on organizational commitment in standardized terms. The t-value of 14.188 and the significance level of .000 further confirm significant relationship.

Impact of supportive leadership (antecedent of mental health) on organizational commitment (consequence of mental health)

Table 4.6.16 Model Summary (SL and COM)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.546	.299	.297	.702
a. Predictors: (Constant), Supportive leadership				

As stated in the summary of the model, there is evident evidence of moderate positive relationship between supportive leadership and organizational commitment as revealed by the correlation coefficient ($R = 0.546$). An R^2 estimate of 0.299 reveals that about 29.9% of the variance in organizational commitment can be attributed to supportive leadership. Then the Adjusted R^2 value shows (0.297) that there has been very little variation in predictive capacity when adjusting for predictors and sample size. The error within the estimate (0.702) falls within range, having acceptable limits which indicate that predictions of the model are very close to reality.

Table 4.6.17 ANOVA Table (SL and COM)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.623	1	80.623	163.417	.000

	Residual	189.450	384	.493		
	Total	270.073	385			
a. DV: Organizational commitment						
b. Predictors: (Constant), Supportive leadership						

The ANOVA table confirms that the regression model assessing the effect of supportive leadership on organizational commitment has statistical significance. The large F-value (163.417) with a p-value of .000 strongly supports the idea that supportive leadership accounts for a substantial portion of the variance, thereby demonstrating the predictive power of the model.

Table 4.6.18 Coefficient Table (SL and COM)

Coefficients						
Model		Unstd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.121	.133		15.920	.000
	Supportive leadership	.445	.035	.546	12.783	.000
a. DV: Organizational commitment						

The Coefficients table provides a different aspect of the relationship. The Unstd. Coeff. (B = 0.445) signifies that for every supportive leadership increase by one unit, there shall be expected an increase in organizational commitment by 0.445 unit, holding other variables constant. The standardized beta coefficient ($\beta = 0.546$) denotes a moderate strong effect size, and the t-value of 12.783 at significance level .000 confirms that this is a statistically robust relationship.

Impact of organizational justice (antecedent of mental health) on organizational commitment (consequence of mental health)

Table 4.6.19 Model Summary (OJ and COM)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.603	.375	.374	.663
a. Predictors: (Constant), Organizational justice				

The summary table of the Model gives an overview about the fit of regression models. The correlation coefficient $R = 0.603$ indicates that there is a moderate positive relationship between organizational justice and organizational commitment. The R^2 value is 0.375, which means that 37.5% of variance in commitment could be explained by organizational justice. Therefore, it shows that while such an attribute as organizational justice will be a significant predictor of commitment, there would still be other factors that affect organizational commitment. A standard error estimate of 0.663 simply means the predicted values of organizational commitment deviate by an average value with reasonable accuracy from the observed ones.

Table 4.6.20 ANOVA Table (OJ and COM)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.393	1	101.393	230.820	.000
	Residual	168.680	384	.439		
	Total	270.073	385			

a. DV: Organizational commitment
b. Predictors: (Constant), Organizational justice

The ANOVA table on the other hand established the general validity of the regression model. The sum of squares (101.393 for regression and 168.680 for residual) shows how much of the total variability in organizational commitment is explained by the model compared to being left unexplained. Since the p-value is .000, the model is statistically significant with the independent variable (organizational justice) being very meaningful in the explanatory power of prediction regarding organizational commitment.

Table 4.6.21 Coefficient Table (OJ and COM)

Coefficients						
Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.796	.134		13.434	.000
	Organizational justice	.540	.036	.613	15.193	.000
a. DV: Organizational commitment						

Furthermore, the Coefficients table demonstrates the association between organizational justice and organizational commitment. The Unstdnd. Coeff. (B = 0.540) reflects the interpretation that there will be a 0.540-unit increase in organizational commitment as organizational justice increases by one unit, all else being equal. On the other hand, the St. Coeff. (Beta = 0.613) indicates that organizational justice has a moderate to strong effect size in having a statistically significant influence on organizational commitment compared with other predictors (t=15.193).

Impact of organizational culture (antecedent of mental health) on organizational commitment (consequence of mental health)

Table 4.6.22 Model Summary (OC and COM)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.565	.319	.318	.692
a. Predictors: (Constant), Organizational culture				

The Model Summary table is a presentation of how effective the model is in predicting organizational commitment on the basis of organizational culture. With $R = 0.565$, the coefficient indicates that change in organizational culture would moderately affect organizational commitment. R^2 value of 0.319 means: “31.9 % of the variance in organizational commitment can be explained by organizational culture.” Although moderate, the model seems to imply that culture will have a role on how organizational commitment takes place with the remaining variance from unexplored influences.

Table 4.6.23 ANOVA Table (OC and COM)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.258	1	86.258	180.197	.000
	Residual	183.815	384	.479		
	Total	270.073	385			
a. DV: Organizational commitment						
b. Predictors: (Constant), Organizational culture						

The ANOVA table thus provides a test of whether the regression model is statistically significant. The annual variance shows the extent to which variation in organizational commitment is attributable to the model (86.258) against remaining unexplained variation (183.815). A large value of the F (180.197) combines with a p-value .000 to confirm that indeed the model is highly significant for regression. In other words, organizational culture is significantly statistically predicting organizational commitment, and model provides a reliable account of variability in commitment levels.

Table 4.6.24 Coefficient Table (OC and COM)

Coefficients						
Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.020	.134		15.033	.000
	Organizational culture	.480	.036	.565	13.424	.000
a. DV: Organizational commitment						

In the coefficients table is a pattern that shows the relation between organizational culture and organizational commitment. The Unstdnd. Coeff. (B=0.480) means that for every one-unit increase in organizational culture, there shall be a 0.480 unit increase in organizational commitment. The St. Coeff. (Beta=0.565) reflects the relative strength of this effect as a moderate positive effect of organizational culture on organizational commitment. This can be further supported by the t-value of 13.424 and the p-value of .000 that signifies the relationship statistically so that culture can be regarded as a significant variable to be considered in evaluating employee commitment to their organization.

4.6.3 Impact of antecedents of mental health on employee engagement

Impact of work life balance (antecedent of mental health) on employee engagement (consequence of mental health)

Table 4.6.25 Model Summary (WLB and EE)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.701	.464	.462	.698
a. Predictors: (Constant), Work life balance				

The Model Summary table displays the extent of ability of regression to predict employee engagement arising from work-life balance. The correlation co-efficient ($R = 0.701$) implies a strong positive relationship and the R^2 value of 0.464 indicates that the value of employee engagement is explained by 46.4% through work-life balance. The Adjusted R^2 (0.462) comes quite close to the R^2 value, confirming model reliability with respect to the number of predictors.

Table 4.6.26 ANOVA Table (WLB and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.640	1	161.640	332.177	.000
	Residual	186.857	384	.487		
	Total	348.497	385			
a. DV: Employee engagement						
b. Predictors: (Constant), Work life balance						

The ANOVA table is used to test the overall significance. The sum of squares states that work life balance explains 161.640 out of total variance among employee engagement, and the remaining amount of 186.857 remains unexplained. The F-value (332.177) is very large, and as the p-value is .000, it confirms the highly significant finding for the model. Hence it indicates that work-life balance was a statistically significant predictor of employee engagement and the variability among employees in terms of engagement level can be explained significantly by the model.

Table 4.6.27 Coefficient Table (WLB and EE)

Coefficients						
Model		Unstd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.216	.130		9.348	.000
	Work life balance	.652	.036	.681	18.226	.000
a. DV: Employee engagement						

Impact of supportive leadership (antecedent of mental health) on employee engagement (consequence of mental health)

Table 4.6.28 Model Summary (SL and EE)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.638	.407	.405	.734
a. Predictors: (Constant), Supportive leadership				

The positive correlation between supportive leadership and employee engagement is suggested by the Model Summary table, revealing a strong R value of 0.638. Hence, the R² value of 0.407 indicates that supportive leadership accounts for 40.7% of the variance in employee engagement. Therefore, supportive leadership is an important variable considered for the enhancement of employee engagement.

Table 4.6.29 ANOVA Table (SL and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.719	1	141.719	263.181	.000
	Residual	206.778	384	.538		
	Total	348.497	385			
a. DV: Employee engagement						
b. Predictors: (Constant), Supportive leadership						

The ANOVA table is used to assess the overall statistical significance of the regression model. The F-value of 263.181 is large, with a p-value of .000 establishing the significance of the model. Supportive leadership thus significantly predicts employee engagement. Specifically, it explains 141.719 units of variation in employee engagement, while 206.778 units are left unexplained by this model.

Table 4.6.30 Coefficient Table (SL and EE)

Coefficients					
Model	Unstd. Coeff.		St. Coeff.	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	1.322	.139		9.500	.000
	Supportive leadership	.590	.036	.638	16.223	.000
a. DV: Employee engagement						

This Coefficients table provides insight into the strength and direction of the relationship. The Unstd. Coeff. (B = 0.590) shows that for every single unit increase in supportive leadership, employee engagement increases by 0.590 units, assuming the other variables don't change. The St. Coeff. (Beta = 0.638) indicates that supportive leadership has a strong positive effect on employee engagement. The t-value of 16.223 and its significant p-value (.000) confirm that the predictor is indeed statistically significant. All in all, supportive leadership is a major contributor to employee engagement within the workplace mental health context.

Impact of organizational justice (antecedent of mental health) on employee engagement (consequence of mental health)

Table 4.6.31 Model Summary (OJ and EE)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.657	.432	.431	.718
a. Predictors: (Constant), Organizational justice				

The Model Summary table shows a strong positive association between organizational justice and employee engagement as indicated by the R value as 0.657. R² value of 0.432 shows that 43.2% of the variance in employee engagement is due to perceived organizational justice in the sense that workplace justice contributes considerably to how employees feel engaged.

Table 4.6.32 ANOVA Table (OJ and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.552	1	150.552	292.059	.000
	Residual	197.946	384	.515		
	Total	348.497	385			
a. DV: Employee engagement						
b. Predictors: (Constant), Organizational justice						

ANOVA table is used for testing the overall adequacy of the respective regression model. High F-value observed at 292.059 along with the significance level ($p = .000$) proves the statistical significance of the model. This means that organizational justice is indeed a strong and meaningful predictor of employee engagement.

Table 4.6.33 Coefficient Table (OJ and EE)

Coefficients						
Model		Unstd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.102	.145		7.611	.000
	Organizational justice	.658	.039	.657	17.090	.000
a. DV: Employee engagement						

The coefficient table explains the nature and degree of impact through the coefficients data where the Unstd. Coeff. ($B = 0.658$) means that for every one-unit increase in perceived organizational justice, there is an increase of 0.658 units in employee engagement. Thus

the value of 0.657, standardized Beta value, confirms a strong positive impact. The t-value, 17.090, and significant p-value, .000, shows that the relationship is significant.

Impact of organizational culture (antecedent of mental health) on employee engagement (consequence of mental health)

Table 4.6.34 Model Summary (OC and EE)

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.633	.401	.399	.737
a. Predictors: (Constant), Organizational culture				

The Model Summary table shows that organizational culture is positively correlated with employee engagement, giving R value of 0.633. The R² score of .401 means that organizational culture accounts for 40.1% of the variance in employee engagement. This is quite a large percentage and it can therefore be said that a positive and meaningful organizational culture influences an employee's feeling of engagement very positively.

Table 4.6.35 ANOVA Table (OC and EE)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.656	1	139.656	256.787	.000
	Residual	208.842	384	.544		
	Total	348.497	385			
a. DV: Employee engagement						
b. Predictors: (Constant), Organizational culture						

The ANOVA table tests the overall significance of the regression model. The large F-value (256.787) and a smaller p value (equal to .000) show that the regression equation is highly statistically significant. This hence means that organizational culture matters as a determinant when it comes to predicting employee engagement.

Table 4.6.36 Coefficient Table (OC and EE)

Coefficients						
Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.282	.143		8.948	.000
	Organizational culture	.611	.038	.633	16.025	.000
a. DV: Employee engagement						

In the Coefficients table, the Unstdnd. Coeff. (B = 0.611) implies that a one-unit increase in organizational culture will bring about a 0.611-unit increase in employee engagement. The standardized Beta (0.633) is indicative of a strong standardized effect. The t-value (16.025) and p-value (.000) support the statistical significance of the relationship. Furthermore, the findings indicate that a well-structured organizational culture acts as a precursor to engagement.

4.6.4 Combined effect of antecedents of mental health on the consequences

Table 4.6.37 Model Summary

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Est.
1	.804	.647	.646	.490

a. Predictors: (Constant), Antecedents of mental health

The Model Summary table reflects a strong relationship between joint antecedents of mental health and consequences of mental health with an R value of 0.804; hence, this positive value indicates a number of considerable close associations among the two variables. 64.7% of the consequences variance grounded on the said antecedents constitutes evidence of the considerable contribution of the antecedents in the outcomes of mental health.

Table 4.6.38 ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.314	1	168.314	702.374	.000
	Residual	92.020	384	.240		
	Total	260.334	385			
a. DV: Consequences of mental health						
b. Predictors: (Constant), Antecedents of mental health						

The ANOVA table states overall significance for the regression model; the generated F-value of 702.374 with p-value of .000 shows statistical significant form of the entire model used. Hence, the combined antecedents of mental health have significant predictability of the consequences of mental health. The regression sum of squares further confirms that a significant part of the variance among outcomes was attributed to antecedents.

Table 4.6.39 Coefficient Table

Coefficients

Model		Unstdnd. Coeff.		St. Coeff.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.106		7.014	.000
	Antecedents of mental health	.783	.030	.804	26.502	.000
a. DV: Consequences of mental health						

As seen in the coefficients table, $B=0.783$ indicates that unit increase in the antecedents of mental health causes a 0.783-unit increase in the consequences of mental health. Also, the highly standardized Beta (0.804), which reflects the strength of the relationship between the antecedents and consequences, gives credence to the t-value (26.502) and p-value (.000) in the fact that the relationship is statistically significant. The results, therefore, speak to the powerful role of mental health antecedents in the outcomes or effects it has on employees' mental health as an outcome in itself. This shows that any such improvements in determining antecedents could have a substantial positive outcome in terms of mental health consequences.

4.7 Analysis on the basis of demographics

4.7.1 Results of Independent sample t-test (for gender)

Gender differences were examined across various organizational behavior and psychological variables using an independent samples t-test. The results demonstrated that there were significant differences between male (coded 1) and female (coded 2) participants on all constructs measured, with males responding better on all of them.

Table 4.7.1 Group Statistics (Gender)

Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational culture	Male	250	4.08	.754	.048
	Female	136	2.80	.815	.070
Work life balance	Male	250	4.02	.736	.047
	Female	136	2.54	.631	.054
Supportive leadership	Male	250	4.11	.826	.052
	Female	136	2.91	.907	.078
Organizational justice	Male	250	4.08	.678	.043
	Female	136	2.82	.833	.071
Job satisfaction	Male	250	3.98	.747	.047
	Female	136	2.57	.716	.061
Organizational commitment	Male	250	4.10	.690	.044
	Female	136	3.14	.722	.062
Employee engagement	Male	250	4.05	.467	.030
	Female	136	2.48	.750	.064

- The results revealed separate findings for the dimension Consequences of Mental Health, wherein mean scores of male ($M = 3.93$, $SD = 0.477$) were significantly higher than those of female ($M = 2.65$, $SD = 0.671$), $t(384) = 21.612$, $p < .001$. The mean difference of 1.274 indicated that the male perceived fewer negative consequences or more positive views regarding mental health.
- For Supportive Leadership, the male also scored higher ($M = 4.11$, $SD = 0.826$) than female ($M = 2.91$, $SD = 0.907$), $t(384) = 13.124$, mean difference of 1.196, $p < .001$. This implied that males perceive their leaders as more supportive than do female.
- For Organizational Culture, again, male had a higher score ($M = 4.08$, $SD = 0.754$) than female ($M = 2.80$, $SD = 0.815$), which was also significant statistically, $t(384)$

- = 15.416, $p < .001$. This indicates that male employees show a more positive view about organizational values and norms.
- From the viewpoint of Work-Life Balance, it appeared significant, with male ($M = 4.02$, $SD = 0.736$) stating they had a better balance than female ($M = 2.54$, $SD = 0.631$), and $t(384) = 19.763$, $p < .001$. Basically, the mean difference of 1.476 indicates considerable gender differences in balancing work and family roles.
 - For Organizational Justice, the male mean ($M = 4.08$, $SD = 0.678$) significantly outweighed the female mean ($M = 2.82$, $SD = 0.833$), $t(384) = 16.016$, with a mean difference of 1.256, $p < .001$, suggesting that men generally had a more favorable perception of fairness and equity at the workplace.
 - As for Job Satisfaction, the male had a mean of 3.98 ($SD = 0.747$) which was significantly higher than female mean of 2.57 ($SD = 0.716$); $t(384) = 17.928$, $p < .001$, and a mean difference of 1.406 highlight the gender gap in satisfaction with their job roles and work environment.
 - The means of male ($M = 4.10$, $SD = 0.690$) and female ($M = 3.14$, $SD = 0.722$) were significantly different in the area of Organizational Commitment, $t(384) = 12.852$, $p < .001$, indicating a greater emotional bond and loyalty to the organization in men.
 - Lastly, the Employee Engagement variable had a very high difference: male mean, 4.05 ($SD = 0.467$); females mean, 2.48 ($SD = 0.750$), $t(384) = 25.365$, $p < .001$. A mean difference of 1.574 indicates male employees were much more vigorous, dedicated, and absorbed with their work.

Table 4.7.2 Levene's Test (Gender)

Independent Samples Test		
	Levene's Test	t-test for Equality of Means

		F	Sig.	T	Df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval	
									LB	UB
Organizational culture	Equal variances assumed	6.549	.011	15.416	384	.000	1.275	.083	1.112	1.437
	Equal variances not assumed			15.066	259.518	.000	1.275	.085	1.108	1.441
Work life balance	Equal variances assumed	2.583	.109	19.763	384	.000	1.476	.075	1.329	1.623
	Equal variances not assumed			20.679	315.231	.000	1.476	.071	1.335	1.616
Supportive leadership	Equal variances assumed	1.508	.220	13.124	384	.000	1.196	.091	1.017	1.375
	Equal variances not assumed			12.770	256.280	.000	1.196	.094	1.012	1.381
Organizational justice	Equal variances assumed	11.975	.001	16.016	384	.000	1.256	.078	1.102	1.411

	Equal variances not assumed			15.077	233.264	.000	1.256	.083	1.092	1.421
Job satisfaction	Equal variances assumed	8.489	.004	17.928	384	.000	1.406	.078	1.252	1.561
	Equal variances not assumed			18.152	287.409	.000	1.406	.077	1.254	1.559
Organizational commitment	Equal variances assumed	1.029	.311	12.852	384	.000	.960	.075	.813	1.107
	Equal variances not assumed			12.680	266.768	.000	.960	.076	.811	1.109
Employee engagement	Equal variances assumed	88.329	.000	25.365	384	.000	1.574	.062	1.452	1.696
	Equal variances not assumed			22.242	193.315	.000	1.574	.071	1.434	1.714

Organizational culture

The results showed a significant difference in perceptions of organizational culture between male and female respondents. Levene's test indicated unequal variances ($F =$

6.549, $p = .011$); thus, the t-test not assuming equal variances was used. The results showed that male respondents perceived organizational culture significantly more positively than female did, $t(259.518) = 15.066$, $p < .001$, mean difference = 1.275, 95% CI: 1.108-1.441.

Work-life balance

For work-life balance, Levene's test was not significant ($F = 2.583$, $p = .109$), allowing the assumption of equal variances. T-test indicated the observations were significantly different, $t(384) = 19.763$, $p < .001$. Male respondents reported a better work-life balance than their female counterparts.

Supportive Leadership

Supportive leadership was also marked by significant gender differences. Levene's test was not significant ($F = 1.508$, $p = .220$), so equal variances were assumed. The result of the t-test, $t(384) = 13.124$, $p < .001$, indicated that male perceived more supportive leadership than female.

Organizational Justice

The perception of organizational justice made a significant difference. Levene's Test indicated that variances were not equal ($F = 11.975$, $p = .001$), and the t-test for unequal variances confirmed this difference, $t(233.264) = 15.077$, $p < .001$. Male participants perceived more organizational justice than female participants with a mean difference of 1.256.

Job Satisfaction

The analysis also demonstrated a significant difference in levels of job satisfaction by gender. Since Levene's Test was significant ($F = 8.489$, $p = .004$), equal variances were not assumed. The result of a t-test proved male expressed greater job satisfaction than female, $t(287.409) = 18.152$, $p < .001$, with a mean difference of 1.406.

Organizational Commitment

In this case, Levene's Test proved equal variances: $F = 1.029$, $p = .311$. The t-test manifested a gender difference, $t(384) = 12.852$, $p < .001$: male manifested a greater commitment to their organizations than did female, with a mean difference of 0.960.

Employee Engagement

In this case, the gender difference was the largest. Levene's Test was very significant $F = 88.329$, $p < .001$, showing that the variances were unequal. The unequal variances t-test showed a big and significant difference, $t(193.315) = 22.242$, $p < .001$. Male respondents were more engaged than their female counterparts, with a mean difference of 1.574.

4.7.2 Results of Independent sample t-test (for marital status)

The Group Statistics table by Marital Status compares mean scores of various workplace-related variables between married and unmarried participants.

Table 4.7.3 Group Statistics (Marital status)

Group Statistics					
	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Organizational culture	Unmarried	268	3.86	.936	.057
	Married	118	3.09	.887	.082
Work life balance	Unmarried	268	3.69	.918	.056
	Married	118	3.06	1.024	.094
Supportive leadership	Unmarried	268	3.89	.932	.057
	Married	118	3.22	1.087	.100
Organizational justice	Unmarried	268	3.87	.868	.053
	Married	118	3.12	.926	.085
Job satisfaction	Unmarried	268	3.75	.904	.055
	Married	118	2.88	.935	.086
	Unmarried	268	3.97	.752	.046

Organizational commitment	Married	118	3.28	.826	.076
Employee engagement	Unmarried	268	3.73	.818	.050
	Married	118	2.97	1.021	.094

Organizational Culture

The unmarried participants reported a higher perception of organizational culture ($M = 3.86$, $SD = 0.936$) than their married counterparts ($M = 3.09$, $SD = 0.887$). The difference may be due to differing mindsets, levels of engagement in the workplace, or possibly an ability for the unmarried to engage in organizational dynamics in a more flexible way.

Work-Life Balance

Unmarried respondents also had a higher mean score for work-life balance ($M = 3.69$, $SD = 0.918$) as compared to married ones ($M = 3.06$, $SD = 1.024$). This probably indicates that unmarried workers feel better able to juggle personal and professional responsibilities- perhaps due to fewer family obligations, more control over free time when not at work.

Supportive Leadership

In this area as well, unmarried employees scored higher ($M = 3.89$, $SD = 0.932$) than married ones ($M = 3.22$, $SD = 1.087$) on perceptions of supportive leadership. Thus, they seem to feel more valued, supported, or guided by their heads. The reasons may include more personal availability or interest in building effective working relationships with their leadership.

Organizational Justice

The perceived fairness in policies and procedures (organizational justice) were rated more highly by unmarried respondents ($M=3.87$, $SD=0.868$) than married ones ($M=3.12$,

SD=0.926). This difference may indicate that unmarried employees enjoy better fair treatment or have fewer grievances concerning decision-making and recognition.

Job Satisfaction

Specifically, job satisfaction was reported to have higher scores among unmarried employees (M=3.75, SD=0.904) compared to married employees (M=2.88, SD=0.935). Such disparity in scores could be indicative of more personal alignment with career goals, lesser external stressors, or more freedom among unmarried employees.

Organizational Commitment

Also, unmarried reported higher organizational commitment (M = 3.97, SD = 0.752) than married ones (M = 3.28, SD = 0.826). This could further imply that unmarried people are more emotionally attached to the workplace, or perhaps they concentrate even more on career development and advancement.

Employee Engagement

Lastly, employee engagement was found to be higher for unmarried respondents (M = 3.73, SD = 0.818) compared to married respondents (M = 2.97, SD = 1.021). This suggests that unmarried employees dedicate much of their emotions and cognition to work and may do well because they have fewer priorities outside the workplace.

Table 4.7.4 Levene's Test (Marital status)

Independent Samples Test									
	Levene's Test		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval	
								LB	UB

Organizational culture	Equal variances assumed	.089	.765	7.553	384	.000	.769	.102	.569	.969
	Equal variances not assumed			7.714	235.169	.000	.769	.100	.572	.965
Work life balance	Equal variances assumed	.204	.651	6.039	384	.000	.635	.105	.428	.841
	Equal variances not assumed			5.789	203.331	.000	.635	.110	.419	.851
Supportive leadership	Equal variances assumed	10.338	.001	6.190	384	.000	.671	.108	.458	.885
	Equal variances not assumed			5.832	195.965	.000	.671	.115	.444	.899
Organizational justice	Equal variances assumed	1.897	.169	7.631	384	.000	.747	.098	.555	.940
	Equal variances not assumed			7.441	211.175	.000	.747	.100	.549	.945

Job satisfaction	Equal variances assumed	.784	.377	8.605	384	.000	.869	.101	.670	1.067
	Equal variances not assumed			8.492	216.993	.000	.869	.102	.667	1.070
Organizational commitment	Equal variances assumed	7.974	.005	8.109	384	.000	.694	.086	.526	.863
	Equal variances not assumed			7.818	205.919	.000	.694	.089	.519	.869
Employee engagement	Equal variances assumed	22.378	.000	7.830	384	.000	.765	.098	.573	.957
	Equal variances not assumed			7.191	186.027	.000	.765	.106	.555	.975

Organizational Culture

Findings indicated a statistically significant difference regarding organizational culture perceptions of unmarried and married respondents; $t(384) = 7.553$, $p < .001$. Unmarried respondents' average score ($M = 3.86$, $SD = 0.936$) was significantly greater than that for married respondents ($M = 3.09$, $SD = 0.887$). Based on a mean difference of 0.769, unmarried employees would therefore generally appear to carry a more positive perception of an organizational culture than married workers do. Given that the 95% confidence

interval of this difference is [0.569, 0.969], it implies that the difference is indeed meaningful.

Work-Life Balance

Unmarried individuals reported a significantly better work-life balance than their married counterparts: $t(384) = 6.039$, $p < 0.001$ with unmarried ($M = 3.69$, $SD = 0.918$) and married ($M = 3.06$, $SD = 1.024$) means differing by 0.635, with the estimated difference being in the range of 0.428 to 0.841 with 95% confidence; thus indicating that marriage status is a significant variable in this context of work-life balance report.

Supportive Leadership

There was a significant difference in perceptions of supportive leadership, $t(195.965) = 5.832$, $p < .001$, with Levene's test showing unequal variances ($p = .001$). Unmarried employees rated supportive leadership higher than the married, with means of 3.89 ($SD = 0.932$) and 3.22 ($SD = 1.087$) respectively, with a mean difference of 0.671. The result based on the 95% confidence interval stipulates [0.444, 0.899] confirming that the difference refers to perceptions wherein an unmarried employee regards the leadership in the organization as more supportive than a married employee.

Organizational Justice

The study found statistically significant differences in the perceptions of organizational justice, $t(384) = 7.631$, $p < .001$. Unmarried persons ($M = 3.87$, $SD = 0.868$) scored higher in the organizational justice index than married respondents ($M = 3.12$, $SD = 0.926$). A difference of 0.747 between means and 95% confidence interval [0.555, 0.940] supports a credible and strong distinction between groups.

Job Satisfaction

The test results revealed a significant difference between job satisfaction levels, $t(384) = 8.605$, $p < .001$. Unmarried participants significantly higher reported satisfaction ($M =$

3.75, SD = 0.904) than their married counterparts (M = 2.88, SD = 0.935), mean difference 0.869. The results hold significance in indicating a higher degree of job satisfaction among unmarried employees.

Organizational Commitment

A significant difference in the level of organizational commitment was further found with a computed value of $t(205.919) = 7.818$, $p < .001$, which was conducted under the assumption of unequal variances. Mean responses for unmarried people (M = 3.97, SD = 0.752) on professed organizational commitment were found to be significantly better than mean scores for married individuals (M = 3.28, SD = 0.826). A mean difference of 0.694, represented in the 95% confidence interval [0.519, 0.869], shows a meaningful difference based on marital status.

Employee Engagement

Finally, employee engagement manifestly ranged across the groups: $t(186.027) = 7.191$, $p < .001$, also, with unequal variances. Unmarried employees (M = 3.73, SD = 0.818), in contrast to married ones (M = 2.97, SD = 1.021), enjoyed a mean engagement difference of 0.765 with the assurance that the difference was validated by [0.555, 0.975], which contains no zeroes.

4.7.3 Results of ANOVA (for age)

Table 4.7.5 Descriptive (Age)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						LB	UB
Job satisfaction	Less than 25	108	3.88	.758	.073	3.74	4.02
	25-30 years	120	4.10	.691	.063	3.98	4.22
	31-40 years	49	2.76	.855	.122	2.51	3.00

	41-45 years	67	2.69	.783	.096	2.50	2.88
	45 and above	42	2.83	.986	.152	2.53	3.14
	Total	386	3.48	.997	.051	3.38	3.58
Organizational commitment	Less than 25	108	4.06	.660	.063	3.94	4.19
	25-30 years	120	4.14	.665	.061	4.02	4.26
	31-40 years	49	3.24	.830	.119	3.01	3.48
	41-45 years	67	3.28	.794	.097	3.09	3.48
	45 and above	42	3.26	.857	.132	2.99	3.53
	Total	386	3.76	.838	.043	3.68	3.85
Employee engagement	Less than 25	108	3.98	.580	.056	3.87	4.09
	25-30 years	120	4.13	.401	.037	4.05	4.20
	31-40 years	49	2.82	.950	.136	2.54	3.09
	41-45 years	67	2.52	.746	.091	2.34	2.70
	45 and above	42	2.81	.917	.141	2.52	3.10
	Total	386	3.50	.951	.048	3.40	3.59

Job Satisfaction

Significant variation between age groups was found in job satisfaction in the descriptive statistics. Highest levels of job satisfaction were reported by the respondents aged below thirty years (Mean = 3.88 for <25 and 4.10 for 25-30 years) and the rate was considerably lower among those aged 31-40 with a mean satisfaction score of 2.76 for the group aged 41-45 and 45+ with a mean of 2.69 and 2.83 respectively. This sharp and clear drop in the mean satisfaction scores of older age groups gives enough reason to believe that the

ANOVA will create a statistically significant result proving that age has a significant effect on job satisfaction. Intervals of confidence do not overlap very much between younger and older groups; thereby indicating further significance of group differences.

Organizational Commitment

The mean scores, too, were trending downward with age in terms of organizational commitment. The younger groups (<25 and 25-30 years) revealed greater commitment (Means = 4.06 and 4.14), while other categories of ages above 31 had scores notably lower than those (Means ranging from 3.24 to 3.28). The difference having the stronger contrast is between the age 25-30 years group versus the 31-40 years age group. These differences imply that an ANOVA test would also likely be statistically significant.

Employee engagement

Analysis reveals a similar pattern for employee engagement. The mean engagement scores are highest among the youngest age groups (3.98 for <25 and 4.13 for 25–30) and drop significantly for older employees (Means = 2.82 for 31–40, 2.52 for 41–45, and 2.81 for 45+). For instance, the difference across the 25–30 group and the group for ages 41–45 is more than 1.5 points. With the observed high differences and no overlapping 95% confidence intervals for younger and older age categories, it now appears very likely that there will indeed be some statistical significance found in the ANOVA result for employee engagement based on age.

Table 4.7.6 Multiple Comparisons (Age)

Tukey HSD							
Dependent Variable	(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% CI	
						LB	UB
Job satisfaction		25-30 years	-.220	.104	.213	-.51	.06
		31-40 years	1.125*	.135	.000	.75	1.49

	Less than 25 years	41-45 years	1.193*	.122	.000	.86	1.53
		45 and above	1.046*	.142	.000	.66	1.44
	25-30 years	Less than 25 years	.220	.104	.213	-.06	.51
		31-40 years	1.345*	.133	.000	.98	1.71
		41-45 years	1.413*	.119	.000	1.09	1.74
		45 and above	1.267*	.140	.000	.88	1.65
	31-35 years	Less than 25 years	-1.125*	.135	.000	-1.49	-.75
		25-30 years	-1.345*	.133	.000	-1.71	-.98
		41-45 years	.069	.147	.990	-.33	.47
		45 and above	-.078	.165	.990	-.53	.37
	41-45 years	Less than 25 years	-1.193*	.122	.000	-1.53	-.86
		25-30 years	-1.413*	.119	.000	-1.74	-1.09
		31-40 years	-.069	.147	.990	-.47	.33
		45 and above	-.147	.154	.876	-.57	.28
	45 and above	Less than 25 years	-1.046*	.142	.000	-1.44	-.66
		25-30 years	-1.267*	.140	.000	-1.65	-.88
		31-40 years	.078	.165	.990	-.37	.53
		41-45 years	.147	.154	.876	-.28	.57
Organizational commitment	Less than 25 years	25-30 years	-.077	.097	.933	-.34	.19
		31-40 years	.820*	.126	.000	.47	1.17
		41-45 years	.781*	.114	.000	.47	1.09
		45 and above	.803*	.133	.000	.44	1.17
	25-30 years	Less than 25 years	.077	.097	.933	-.19	.34
		31-40 years	.897*	.124	.000	.56	1.24
		41-45 years	.858*	.112	.000	.55	1.16
		45 and above	.880*	.131	.000	.52	1.24
		Less than 25 years	-.820*	.126	.000	-1.17	-.47

	31-35 years	25-30 years	-.897*	.124	.000	-1.24	-.56
		41-45 years	-.039	.138	.999	-.42	.34
		45 and above	-.017	.154	1.000	-.44	.40
	41-45 years	Less than 25 years	-.781*	.114	.000	-1.09	-.47
		25-30 years	-.858*	.112	.000	-1.16	-.55
		31-40 years	.039	.138	.999	-.34	.42
		45 and above	.022	.144	1.000	-.37	.42
	45 and above	Less than 25 years	-.803*	.133	.000	-1.17	-.44
		25-30 years	-.880*	.131	.000	-1.24	-.52
		31-40 years	.017	.154	1.000	-.40	.44
		41-45 years	-.022	.144	1.000	-.42	.37
Employee engagement	Less than 25 years	25-30 years	-.144	.089	.484	-.39	.10
		31-40 years	1.165*	.115	.000	.85	1.48
		41-45 years	1.459*	.104	.000	1.17	1.74
		45 and above	1.172*	.121	.000	.84	1.50
	25-30 years	Less than 25 years	.144	.089	.484	-.10	.39
		31-40 years	1.309*	.113	.000	1.00	1.62
		41-45 years	1.603*	.102	.000	1.32	1.88
		45 and above	1.315*	.120	.000	.99	1.64
	31-35 years	Less than 25 years	-1.165*	.115	.000	-1.48	-.85
		25-30 years	-1.309*	.113	.000	-1.62	-1.00
		41-45 years	.294	.125	.134	-.05	.64
		45 and above	.007	.140	1.000	-.38	.39
	41-45 years	Less than 25 years	-1.459*	.104	.000	-1.74	-1.17
		25-30 years	-1.603*	.102	.000	-1.88	-1.32
		31-40 years	-.294	.125	.134	-.64	.05
		45 and above	-.287	.131	.187	-.65	.07
		Less than 25 years	-1.172*	.121	.000	-1.50	-.84

	45 and above	25-30 years	-1.315*	.120	.000	-1.64	-.99
		31-40 years	-.007	.140	1.000	-.39	.38
		41-45 years	.287	.131	.187	-.07	.65
* Significant at the 0.05 level.							

Job satisfaction

This analysis of the Tukey HSD results shows statistically significant differences in the level of job satisfaction across some age groups. Respondents in the younger age group, especially those below 30, showed a noticeably higher level of job satisfaction compared to the older workforce. To illustrate, the respondents in less than 25 years categorized themselves as very satisfied compared to 31–40 years (Mean Difference = 1.125, $p < .001$), 41–45 years (Mean Difference = 1.193, $p < .001$), and 45 and above (Mean Difference = 1.046, $p < .001$). The participants in the 25-30 years category also ranked themselves as much more satisfied than the three groups of older respondents with a range of differences from 1.267 to 1.413 (all $p < .001$). There were, however, no statistically significant differences between <25 and 25-30 years ($p = .213$) and no differences among the older groups alone (e.g., 31-40 vs. 41-45, $p = .990$). Therefore, it can be established that job satisfaction is rated significantly higher among younger employees as compared to older employees.

Organizational commitment

This was also somewhat true with the level of organizational commitment. Employees below 25 years and employees from the age group of 25-30 years had a considerably higher level of commitment compared to 31 and above. The differences of <25 v. 31-40, 41-45, and 45 above were all statistically significant, with mean differences ranging from .820 to .803 ($p < .001$). The noteworthy mean differences between 25-30 and the older groups were even more significant, with mean differences from .897 to .880 ($p < .001$). However, there was no interaction between <25 and 25-30 ($p = .933$), and neither was that shown for older age groups (e.g. 31-40 vs. 41-45, $p = .999$). This means that younger staff members, mainly

those not yet 30 years old, display more organizational commitment than older staff members.

Employee Engagement

The Tukey HSD test for employee engagement showed the most pronounced differences across age groups. Again, employees under 30 reported significantly higher engagement than all other age categories. For instance, those under 25 were significantly more engaged than those aged 31-40 (Mean Difference=1.165, $p<0.001$), 41-45 (Mean Difference=1.459, $p<0.001$), and 45+ (Mean Difference=1.172, $p<0.001$). The same pattern persisted for the 25-30 cohort, which also differed significantly from the three older categories (mean differences ranging from 1.309 to 1.603, all $p<0.001$). There was, however, no significant difference between <25 and 25-30 ($p=0.484$), nor were any significant differences found between the older age groups themselves (for instance, 31-40 versus 41-45 or 45+, all $p>0.05$). This indicates a clear decreasing pattern regarding engagement as employees get older and shows that younger employees experience the highest levels of engagement, while older groups experience lower but statistically equivalent levels of engagement.

4.8 Summary

This chapter takes a deep dive into the data gathered from 386 IT professionals in Hyderabad, aiming to highlight the factors that influence mental health in the workplace and the outcomes. It has details of thorough demographic overview of the respondents, giving us a glimpse into their gender, age, education, marital status, work experience, and regional backgrounds. By employing various statistical methods like Pearson correlation, regression analysis, t-tests, and ANOVA, the study scrutinizes the connections between crucial workplace elements and key outcomes. These insights pave the way for the upcoming discussion chapter. The findings of the study are directly aligned with the research objectives. Each objective has been empirically examined through systematic data analysis, and the results provide clear evidence addressing the research questions formulated in this study.

CHAPTER V

DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 Introduction

This chapter addresses the outcomes of the regressions further regarding the effect of organizational structure and psychological factors on their commitment towards the organization and employee engagement. Further analyses of statistical evidence assess the significance of the relationships underscoring how these antecedents of mental health significantly contribute to most valued outcomes in the workplace. In what way will such findings implicate practical relevance to policy, leadership practices, or well-being strategies within the organization? The chapter finally closes with a conclusion of the key findings, implications, and research directions underscoring the need to create mentally healthy work environments for employee commitment and engagement in organizations.

5.2 Summary of findings

In line with Objective 1, the study identified “work-life balance, supportive leadership, organizational justice, and organizational culture” as key antecedents of employee mental health. The findings confirm that work-life balance, supportive leadership, organizational justice, and organizational culture are significant antecedents of employee mental health. Job satisfaction, organizational commitment, and employee engagement were identified as key consequences influenced by mental health.

Table 5.1 presents the summary of Correlation between the antecedents and consequences of mental health. Correlation analyses demonstrate that organizational antecedents are associated with the consequence of employee mental health.

Table 5.1 Summary of objective 2

Hypotheses	Statements	Results	Decision
H1	“There is a significant relationship between mental health related antecedents and its consequences”	$r=0.804$ $p= 0.000$	Supported

H1a	“There is a significant relationship between work-life balance and job satisfaction”	r=0.612 p= 0.000	Supported
H1b	“There is a significant relationship between work-life balance and organizational commitment”	r=0.586 p= 0.000	Supported
H1c	“There is a significant relationship between work-life balance and employee engagement”	r=0.701 p= 0.000	Supported
H1d	“There is a significant relationship between supportive leadership and job satisfaction”	r=0.687 p= 0.000	Supported
H1e	“There is a significant relationship between supportive leadership and organizational commitment”	r=0.546 p= 0.000	Supported
H1f	“There is a significant relationship between supportive leadership and employee engagement”	r=0.638 p= 0.000	Supported
H1g	“There is a significant relationship between organizational justice and job satisfaction”	r=0.664 p= 0.000	Supported
H1h	“There is a significant relationship between organizational justice and organizational commitment”	r=0.603 p= 0.000	Supported
H1i	“There is a significant relationship between organizational justice and employee engagement”	r=0.657 p= 0.000	Supported
H1j	“There is a significant relationship between organizational culture and job satisfaction”	r=0.663 p= 0.000	Supported
H1k	“There is a significant relationship between organizational culture and organizational commitment”	r=0.565 p= 0.000	Supported

H1l	“There is a significant relationship between organizational culture and employee engagement”	r=0.633 p= 0.000	Supported
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Table 5.1 established regarding the relationship between mental health-related antecedents and their results at workplaces: hypothesis testing results for job satisfaction, organizational commitment, and employee engagement-the dependent variables of the study. All hypotheses were statistically supported by the significant Pearson correlation coefficients (r values) and the less than 0.001 p values.

H1 establishes a strong overall relation between the mental health antecedents and its consequences, validating a conceptual model: $r = 0.804$.

H1a-H1c indicate that work-life balance has a moderate relationship with job satisfaction ($r = 0.612$). Thus, work-life balance will increase organizational commitment and employee engagement ($r = 0.586$; $r = 0.701$ respectively), which is why it is of so much importance to employee wellbeing and the performance.

H1d-H1f show that supportive leadership has a positive association with job satisfaction ($r = 0.687$), organizational commitment ($r = 0.546$), and employee engagement ($r = 0.638$). While quite a limited research had been carried out on the dimensions of benevolent, enabling leadership in building employee productivity, and employee healthy mental work environments, these findings added the argument.

H1g to H1i point out that organizational justice or employee perception related to fairness in processes and treatment has remarkable correlation with job satisfaction ($r = 0.664$), organizational commitment ($r = 0.603$), and employee engagement ($r = 0.657$), indicating as motivational and affective benefits of fair organizational practices.

H1j to H1l demonstrate that organizational culture was supposed to be significantly linked to job satisfaction (0.663), organizational commitment (0.565), and employee engagement (0.633), accentuating the majority of positive, inclusive, and supporting organizational culture that constitutes to the development of employee attitudes and behaviors.

Overall, these results give evidence in favor of the theoretical equivalence that mental-health-related workplace factors contribute to employee wellbeing and directly influence some major organizational outcomes.

Table 5.2 Summary of objective 3

Addressing Objective 3, regression analysis confirmed that these antecedents significantly predict job satisfaction, organizational commitment, and employee engagement.

Hypotheses	Statements	Results	Decision
H2	“There is a significant impact of combined antecedents of mental health on its consequences”	R ² =64.7% p= 0.000	Supported
H2a	“There is a significant impact of work-life balance on job satisfaction”	R ² =37.5% p= 0.000	Supported
H2b	“There is a significant impact of work-life balance on organizational commitment”	R ² =34.4% p= 0.000	Supported
H2c	“There is a significant impact of work-life balance on employee engagement”	R ² = 46.4% p= 0.000	Supported
H2d	“There is a significant impact of supportive leadership on job satisfaction”	R ² =46.9% p= 0.000	Supported
H2e	“There is a significant impact of supportive leadership on organizational commitment”	R ² =29.9% p= 0.000	Supported
H2f	“There is a significant impact of supportive leadership on employee engagement”	R ² =40.7% p= 0.000	Supported
H2g	“There is a significant impact of organizational justice on job satisfaction”	R ² =44% p= 0.000	Supported

H2h	“There is a significant impact of organizational justice on organizational commitment”	R ² =37.5% p= 0.000	Supported
H2i	“There is a significant impact of organizational justice on employee engagement”	R ² =43.2% p= 0.000	Supported
H2j	“There is a significant impact of organizational culture on job satisfaction”	R ² =43.9% p= 0.000	Supported
H2k	“There is a significant impact of organizational culture on organizational commitment”	R ² =31.9% p= 0.000	Supported
H2l	“There is a significant impact of organizational culture on employee engagement”	R ² = 40.1% p= 0.000	Supported

H2a: Work-life balance proves to be a determinant of job satisfaction at a predictive R² value of 37.5. A well-managed balance has a critical role in raising satisfaction about their jobs, thus requiring organizations to establish relevant policies that justify this balance for satisfaction.

H2b: Work-life balance significantly explains the differences in organizational commitment of an average 34.4% on an outcome (p=0.000). This proves how vital a perceived balance is to strengthening an individual’s emotional tie towards an organization. Employees are likely to stick with attractive work-based organizations when their effort is reflected in their ability to meet private needs.

H2c: Work-life balance is also a significant motivator for the employees because it explains 46.4% of the variation in employee engagement again being strongly statistically significant with p = 0.000. All these statistics reveal that a balanced life is essential to promote an engaged, consistent work behavior. The employees who are balanced feel energized and enthused in their work roles.

H2d: Supportive leadership impacts significantly job satisfaction and accounted 46.9% of its variance ($p = 0.000$). This implies that employees become more satisfied in their jobs when leaders have some empathy, encouragement, and psychological support. Leadership styles that foster inclusion, trust, and emotional safety contribute substantially to workplace morale.

H2e: Supportive leadership significant effect to the organizational commitment as well explaining variance at 29.9% ($p = 0.000$). This is slightly lower than the other outcomes; however, it does indeed reflect a significant relationship. A leader who supports and gives recognition to an employee's contribution helps develop that employees' commitment to the organization.

H2f: Supportive leadership would affect an employee by 40.7% concerning employee engagement, thereby confirming leadership behavior as playing a fundamental role in energizing and involving employees ($p = 0.000$). The capacity of leaders to motivate, connect, and guide their teams directly contributes to how engaged employees feel at work.

H2g: Organizational justice significantly predicts job satisfaction, accounting for 44% of its variance ($p = 0.000$). Fair treatment concerning policies, procedures, and interpersonal relations build trust and satisfaction in employees; perceived fairness enhances employees' satisfaction as it fulfills their intrinsic need for equity concerning the workplace.

H2h: Organizational justice equally accounts for 37.5% of variance in organizational commitment ($p = 0.000$); this gives credence to the belief that when an employee perceives fairness in the organization towards decision-making and resource allocation, their attachment to it strengthens, thereby enhancing retention and loyalty to the organization.

H2i: Organizational justice accounts for a whopping 43.2% of the variance in employee engagement ($p = 0.000$). That is, fairness acts not only as an emotional booster for employees but also propels them to become active players in their roles. On the contrary, engaged employees think their environments are fair and just.

H2j: Finally, organizational culture accounts for 43.9% of job satisfaction, which is again highly significant ($p = 0.000$). A good and well-knit culture raises morale, builds trust, and

aligns employees with organizational purposes, thus contributing to the job satisfaction equation.

H2k: The impact of culture on commitment is very prominent, with R^2 at 31.9% ($p = 0.000$). When employees share values and norms and when an organization provides a supportive context, they feel increasingly connected and loyal to it, thus furthering their long-term commitment.

H2l: Finally, organizational culture accounts for 40.1% of employee engagement ($p = 0.000$). Cultures that encourage openness, innovation, and psychological safety enhance employees' feelings of involvement, enthusiasm, and commitment to their work. This finding affirms culture's critical role in driving engaged behaviors.

Table 5.3 Summary of Objective 4(a)

Hypotheses	Statements	Results	Decision
H3a	“There is a significant difference in perceptions of organizational culture between male and female employees”	Sig. = 0.000	Supported
H3b	“There is a significant difference in perceived work-life balance between male and female employees”	Sig. = 0.000	Supported
H3c	“There is a significant difference in perceptions of supportive leadership between male and female employees”	Sig. = 0.000	Supported
H3d	“There is a significant difference in perceptions of organizational justice between male and female employees”	Sig. = 0.000	Supported
H3e	“There is a significant difference in job satisfaction between male and female employees”	Sig. = 0.000	Supported

H3f	“There is a significant difference in organizational commitment between male and female employees”	Sig. = 0.000	Supported
H3g	“There is a significant difference in employee engagement between male and female employees”	Sig. = 0.000	Supported

H3a: The analysis clearly shows a significant difference between the perceptions of male and female employees regarding organizational culture, since the significance value is found to be 0.000. This highlights that gender may actually play a role in the way an employee experiences or interprets the organizational culture.

H3b: A statistically significant difference was found in the perception of work-life balance on gender basis ($p = 0.000$). This claims that challenges and expectations surrounding balancing the personal and professional life differ according to gender.

H3c: At a level of significance 0.000, there is evidence for a gender difference in employee perceptions regarding leadership support. Variations in the expectations or experiences of leaders on the basis of gender obtained within an organization may account for this difference, as well.

H3d: A difference in perceptions was found in perceived organizational justice ($p=0.000$) to mean that fairness in evaluation or reward systems and treatment by others is not uniformly experienced.

H3e: A significant gender difference was also observed in job satisfaction with a significant level of $p=0.000$. It could be attributed to variations in opportunities, recognition, or the availability of work-life resources for the two genders.

H3f: Gender was also a highly significant variable for organizational commitment, as evidenced by the $p = 0.000$. This implies that the attachment or loyalty of male and female employees toward their organization differs, which could have been due to the different experiences men and women go through at the workplace regarding perceived opportunities for growth and support systems.

H3g: A significant difference engagement level was identified with respect to gender of employees ($p = 0.000$). This suggests that the degree to which employees would invest their emotions or cognitive resources into their jobs could be affected by gender.

Table 5.4 Summary of Objective 4(b)

Hypotheses	Statements	Results	Decision
H4a	“There is a significant difference in perceptions of organizational culture between married and unmarried employees”	Sig. = 0.000	Supported
H4b	“There is a significant difference in perceived work-life balance between married and unmarried employees”	Sig. = 0.000	Supported
H4c	“There is a significant difference in perceptions of supportive leadership between married and unmarried employees”	Sig. = 0.000	Supported
H4d	“There is a significant difference in perceptions of organizational justice between married and unmarried employees”	Sig. = 0.000	Supported
H4e	“There is a significant difference in job satisfaction between married and unmarried employees”	Sig. = 0.000	Supported
H4f	“There is a significant difference in organizational commitment between married and unmarried employees”	Sig. = 0.000	Supported
H4g	“There is a significant difference in employee engagement between married and unmarried employees”	Sig. = 0.000	Supported

H4a: The findings show significant difference between the organizational culture perceptions of married and unmarried employees ($p = 0.000$). This shows that marital status influences the employees' perception of the norms, values, and work environment of an organization.

H4b: Also, work-life balance was perceived to be significantly different among marital status groups ($p = 0.000$). Married employees probably tend to face more obstacles to maintaining a balance between work and personal life compared to unmarried employees, given their family responsibilities.

H4c: In supporting leadership, perceptions did differ significantly between married and unmarried workers ($p = 0.000$); this may demonstrate an alteration in expectation or need concerning the support of their leaders.

H4d: The married and unmarried workers differed significantly on their perception of organizational justice ($p = 0.000$). This might stem from divergent experiences or sensibilities with respect to fairness in allocation of work, leave, and benefits, especially where the family-oriented policies seem to favor one group over another.

H4e: There was a statistically significant difference between married and unmarried employees with regard to job satisfaction ($p = 0.000$). This means that the factors that influence satisfaction, such as stability, benefits, core hours, and support at the workplace, are perceived differently according to one's marital status.

H4f: An overall significant difference was observed in both the groups of marital status with their individual organization commitment ($p = 0.000$). This was because of the higher commitment that may have been experienced by married employees as being more likely to look for job security and long terms in the organization, while unmarried employees view jobs more as a way of meeting their needs for flexibility and mobility so that their attachment to the organization is inhibited.

H4g: Finally, it was evident that there was a difference between married and unmarried on employee engagement ($p = 0.000$). The research hypothesized that differing motivational factors, life priorities, and support needs may have affected the levels of engagement in the

employees whereas assuming an organization-wide engagement strategy would mean that the organization is not pretty effective for this particular employee group.

Table 5.5 Summary of Objective 4(c)

Hypotheses	Statements	Results	Decision
H5a	“There is a significant difference in job satisfaction across age groups”	Sig. = 0.000	Supported
H5b	“There is a significant difference in organizational commitment across age groups”	Sig. = 0.000	Supported
H5c	“There is a significant difference in employee engagement across age groups”	Sig. = 0.000	Supported

H5a: The H5a hypothesis stipulates that job satisfaction varies across age groups. The results yielded a Sig. value of 0.000, which is well below the conventional 0.05 criteria. Hence, the data support the hypothesis that job satisfaction differs significantly among employees of different age groups.

H5b: For H5b, the hypothesis states that organizational commitment differs across age categories. The results indicate a Sig. value of 0.000, proves a statistically significant difference exists in organizational commitment diversified ages. Accordingly, the hypothesis stands supported, meaning age accounts for the difference in levels of organizational commitment, where employees from different age groups develop different levels of attachment and commitment.

H5c: The H5c hypothesis claims a significance difference was observed in employee engagement level. The Sig. value of 0.000 confirms that the observed differences are significant. Thus, the hypothesis finds support meaning that age groups do differ significantly with respect to their engagement levels.

5.3 Implications of the study

Their employees' well-being will be improved by the findings of this study today. The variations in job satisfaction, organizational commitment, and employee engagement across various age groups, marital statuses, and genders underscore the need for recognizing and adjourning the disparity across these groups and their mental health needs. For instance, the younger employees may have other stressors and causes of concern from older employees, and those who are unmarried may have different social or emotional pressures at work. This understanding would allow organizations to design specific mental health programs such as stress care programs, counseling, and work-life balance support, focusing on different demographics. This wouldn't only create a good environment to deal with mental health problems like burnout and anxiety, but also promote supportiveness toward well-being, resilience, and work satisfaction for all. The theoretical and managerial implications are discussed below.

Theoretical Implications

This study extends existing research on workplace mental health by empirically establishing the relationship between organizational antecedents and employee mental health outcomes. In addition, the research seeks to establish existing theories about employee motivation, organizational behavior, and mental health in workplaces through relationships and differences in perceptions across factors. Such forays add dimensionality to the established frameworks but provide insight into how demographic and contextual factors shape mental health-related outcomes. These implications lay the groundwork for fine-tuning existing theories and leading future research in the area of organizational psychology.

- **Workplace Diversity as a Theoretical Moderator:** Research indicates that personal backgrounds affect employees' perceptions and engagement in organizational contexts. The differences indicated to create a more inclusive and diverse work culture that caters to different groups' specific mental well-being-related challenges. This organizational diversity needs to extend beyond simple

representation to creating systems of support specific for the diverse employee populations.

- **Age-Based Differences in Job Satisfaction:** The study finds an interesting divergence in job satisfaction levels among different age groups. For example, older employees may seek greater stability and security, while younger employees focus more on opportunities for growth and advancement. This calls for an age-sensitive approach that enhances job satisfaction based on the changing needs of employees through the course of their lives.
- **Organizational Environment and Engagement:** The organizational environment strongly impacts satisfaction, commitment, and engagement level. Employees' perception of alignment of their values with that of the workplace culture deeply influences their general well-being. Organizations need to give attention towards nurturing a supportive environment for their employees to trigger greater engagement and a favorable mental health result.
- **Psychological Contract and Commitment Theory:** Differences in employee commitment based on various personal factors suggest that these expectations greatly influence employee loyalty towards the organization; expectations such as fairness, recognition, and opportunity for growth. Moreover, the findings stress the need to find a balance between the fulfillment of employees' psychological needs and the attainment of organizational goals that will invariably promote mental well-being and commitment on the part of employees.
- **Leadership Theory and Employee Engagement:** The study indicates that support from leaders impacts the level of engagement employees feel in their roles, especially when employees perceive their leaders as supportive and understanding. This indicates the further need for establishing styles of leadership that evoke trust, encouragement, and emotional support, which can lead to positive mental health outcomes and greater engagement in the workplace.
- **Organizational Justice and Well-Being Theory:** Responses regarding employees' perception of fairness in organizational practices bear witness to the

influence of perceived fairness over job satisfaction and general well-being. Those convinced of fair treatment can positive mental health consequences and recognize their commitment to the organization. Organizations should thus operate on a policy of transparency, fairness, and justice in order to foster healthier workplaces.

- **Social Support Theory in Workplace Contexts:** Evident relations of support systems would go a long way in balancing work and life, as they would also affect mental well-being in employees. Supportive systems, if from a boss or a friend, also act as protective buffer zones against stress and help improve job performance. Such realities, therefore, show that organizations should promote a culture of mutuality in support of mental well-being to enhance overall employee engagement.
- **Gender as a Moderating Variable in Mental Health:** Such differences suggest that in between employees of different genders, these study results illustrate that the aspects of workplace leadership, support, and organizational environment are perceived differently. This means that gender differences have an impact on managing strategies used by individuals to deal with issues related to mental health. Therefore, interventions should be separated and gender-specific to effecting changes towards equality, mental health, and workplace satisfaction for every employee.
- **Work-Life Balance Theory and Family Status:** Marital status among employees is an important determinant of whether employees can have a work-life balance, which, in turn, affects their experience at the workplace, including mental health. Married employees would find it particularly challenging to balance these two demands. This shows that policies across organizations should vary for the diverse employee-related needs regarding work-life balance that arise from different conditions of life.
- **Employee Outcomes Differentiated by Age:** The obtained results demonstrate that employee experiences vary significantly in the various stages of life. This supports the idea that with age come individual changes in work-related priorities

and needs that impact their mental well-being and interaction with the organization. Organizations should bear these age-related differences in mind if they want to plan targeted strategies to promote the well-being and satisfaction level of employees. Younger employees think of career advancement and job fit in greater measures, and hence, will only remain engaged and satisfied if such needs are met. Older employees, in contrast, are usually concerned with job security and work-life balance, and if these needs are not addressed, job satisfaction tends to decline. From a mental health perspective, these differences bring to the fore the call for age-specific mental health support and workplace interventions that are sensitive to the varying psychological needs of employees at various stages of their career. Social Support Theory places focus on social relationships as an important mediator of stress and thus conversely helpful in promoting mental health. However, for unmarried or single employees, the absence of close familial support could make their sense of alienation or stress all the more exacerbated, which negatively in turn would affect engagement and job satisfaction.

Managerial and Practical Implications

The findings provide actionable guidance for HR managers and organizational leaders to design targeted interventions aimed at reducing workplace stressors and enhancing employee mental well-being. With mental health being an increasingly important variable that governs attitudes and performance towards work, it becomes essential for managers to grasp the motivational and organizational drivers that influence an employee's well-being. The study has pointed out the significant importance of leadership behavior and organizational practices regarding how well phenomena such as demographic sensitivity translate into employee satisfaction, engagement, and loyalty. Thus, with these implications, here is a further set of recommendations that managers can use to create an environment where support, inclusion, and resilience can form, allowing employees to flourish in both personal and professional worlds.

- **Customized Employee Welfare Plans:** The study shows differences among employees in their perceptions and experiences according to gender, age, and marital status. Therefore, a 'one-shoe-fits-all' cannot be used to provide employee

support. Instead, managers should apply customized strategies like wellness programs, family assistance services for married employees, or engagement initiatives depending on the generation to meet their psychological and emotional needs of the different employee groupings.

- **Institutionalize Fairness in Organizational Practices:** Fairness in rewards, recognition, and decision-making has a direct link with the manner in which employees tend to feel about work and the organization. Clear policies of the organization, consistent evaluation systems, and treatment should, therefore, bring much trust and less mental strain for healthier dynamics in the workplace.
- **Empathetic and Inclusive Leadership:** The results illustrate how critical supportive leadership is towards employee mental health outcomes in workplace settings. They need to have training in emotional intellect, hear the employee voices and inclusive decision-making. They should also encourage open discussions so that it can potentially reduce anxiety and improve the resilience of their teams.
- **Adopt Workplace Flexibility to Encourage Work-Life Integration:** Reconciling personal and professional obligations is quite a tough task for almost all employees, particularly those with family responsibilities. Flexible working hours, hybrid working models, and compassionate leave policies can facilitate the necessary means of relieving stress and promoting a good mental state, which, in turn, will elevate overall job satisfaction and loyalty.
- **Implement Gender Sensitive Workplace Policies:** Gender differences in the manner in which employees perceive and experience the work environment underscore the need for policies that promote evenness and inclusivity. Organizations are to work very hard to eliminate gender-based bias, ensure equal entry to leadership positions, and enable these particular resources such as women's leadership forums or mentorship opportunities to address gender-specific challenges.
- **Engagement Programs that Respond to Age Diversity:** Engagement drivers differ with age. While younger employees are likely to demand space for learning

and stimulation, older employees may consider more about the stability and being recognized. Comprehending these constructs and then presenting age-centric engagement development plans can raise motivation tremendously, as well as bring down burnout across the organization.

- **Build a Strong Mental Health Infrastructure for the Organization:** More than that: an organization should invest a lot in developing a well-built structure for mental health support, which includes access to a professional counselor on a confidential basis, the routine of mental health awareness and peer support groups. This forward-looking approach to mental well-being could minimize serious complaints and develop a culture of caring.
- **Establish Mechanisms for Continuous Feedback Monitoring:** Regular surveys, pulse checks, and feedback sessions are excellent for staying tuned in and responsive to what employees think or feel. The result of such engagement is that it makes the management aware of the earliest signs of deprecation or stress, hurries up the concern, and modifies approaches to align with the changing employee requirements.
- **Enhance Retention with an Affective commitment:** As the research shows, levels of commitment differ according to demographic variables. Managers should ensure that they have had a good experience at work, demonstrate the organization's alignment with their core values, and ensure that employees are always recognized for their contributions to build employee emotional ties to the organization.
- **Bring Mental Health into Strategic Planning:** Finally, mental health should not remain just an HR issue, but must be absorbed into the fabric of the organization's strategy. Aligning business goals with employee well-being through collaborative efforts between leadership, HR professionals, and wellness professionals will enable the construction of a sustainable, mentally healthy workplace.

5.4 Recommendations

- **Develop Integrated Mental Health Support Systems:** Employers must go beyond a mere symbol of improving mental well-being but should actively provide all structured mental health services including counseling in private, employee assistance programs(EAPs) such as stress wellness workshops. Furthermore, the organization must train managers in recognizing signs of the mental distress and treating employees accordingly. It may further support culture of care through mental health days, stress relievers, and psychological first-aid training.
- **Formulate Flexible and Adaptive Work Policies:** Flexibility in working hours, hybrid model, compressed and core-changed working week can bring great relieve to the pressure exerted by the mighty demands of life on employees. It thus allows them to meet personal commitments without compromising productivity and in significance, providing satisfaction and retention. This should be equal for all; hence create trust-based models in the team structure.
- **Invest in Development of Supportive Leadership:** An organization is most affected and can be changed emotionally by its leadership. Diversion into developing leadership training with a view to empathy, psychological safety, and inclusion would therefore need to be extensive. Such approachable and communicative personalities in leadership will buffer employees from stress, thus making for better performance and retention.
- **Ways to Make Workplace Processes Fairer:** Fairness as a perception will impact them significantly on employee morale. Thus, organizations for sure have to be consistent with applying policies, encourage participative decision-making, and make communication transparent around evaluation, promotion, and conflict resolution. It also includes mechanisms for grievance redressal, judging performance, and unbiased appraisal.
- **Organizational Culture to Foster Mental Health Well-Being:** The workplace should have a tone that will indicate well-being as a collective value. Leaders must do the right thing, like boundary setting and putting the balance. Town halls where

well-being check-ins occur, peer support networks, and mental health ambassadors can carry forward the culture away from stigma attached to emotional issues.

- **Design Well-being Programs according to Employee Demographics:** Organizations should adapt their engagement and support strategies gender, marital status, and age group as relevant with regard to the experiences of work environment. For example, married employees will appreciate policies which include their families for benefit optimization, while younger employees might be more interested in mentorship and skill-building. Gender-sensitive approaches are important as well, especially in the areas of policy related to leave, safety, and representation.
- **Change Work-Life Balance into Work-Life Integration:** Encourage people to come up with patterns through which they can make meaning of and even coexist work and life. Specific service categories, like childcare help or wellness subsidies and flexible deadlines for projects, help lessen the “friction” between personal and work domains.
- **Establish Listening and Feedback Mechanisms That Stay in Effect:** To continuously acquire anonymous employee feedback regarding stressors, satisfaction indices, and overall well-being. Thus, real-time pulse surveys, suggestion portals, and stay interviews might prove helpful in guiding interventions. It also shows employees that their own voices indeed count and acts upon.
- **Establish Recognition Frameworks that Reinforce Engagement:** Recognizing employees for all parts of their work- outcomes as well as contributions, learning, and working together-gives an emotional dimension to the relationship. Recognition programs must be available, frequent, personalized-whether via peer-nominated award, well-being shoutouts, or career development opportunities.
- **Reviewing and Modifying the HR and Wellness Policies:** Policies that served well last year might not be as effective today. Annual assessment of the relative importance of well-being and mental health initiatives should be carried out by

HRs, adapting them to fresh workforce expectations, external stressors (post-pandemic realities among others), and changes in the organization to ensure they remain potent and preventive.

5.5 Conclusion

It examines the whole spectrum of antecedents and determination of mental health in workplace environment. It addresses these issues from the point of major psychological and organizational factors. Some propositions from this study say that work-life balance, favorable leadership, organizational justice, and organizational culture are some key shapes through which employees' mental health will have positive outcomes. The correlation is so evident and strong between the antecedent variables and mental health outcomes that it proves to show that mental health is not only a byproduct of individual resilience but very much shaped by the organization and its leadership practices.

Theoretical input will further lend to bridge between mental health and organizational studies. The study further provided evidence in support of such old theoretical models of workplace well-being from which one can outline that mental health outcomes are not individual experiences stashed away from one threshold, but arise from various antecedents. The study finally highlights the outcomes all of which are essential in further-entrenching productivity at all levels of the organization.

The research findings also gave indication to substantial differences demographically in the perception of these factors, that is, gender, marital status, and age; all of these have a bearing on how employees experience mental health-related outcomes in the workplace. The findings emphasize how important it will be for mental health strategies to address these demographic differences. For example, married employees may need different considerations for work-life balance than unmarried employees, whereas older employees may require different organizational support in order to remain engaged within the organization.

Ultimately, the study stresses the importance of integrating mental health matters into the organizational policies and practices. Going beyond the factors impacting mental health

would allow organizations to create an enabling environment for well-being, employee satisfaction, and organizational outcomes. The study moreover argues that future emphasis must remain firmly on mental health in organizational development and human resource management, with an eye toward nurturing a work culture, practices in all fairness, and leadership that places the acceptance of organizational well-being.

APPENDIX A
SURVEY COVER LETTER

Dear Participant,

My name is Pakki Venkat Naresh and I am a Doctor of Business Administration student at SSBM. I am conducting a study on “Mental health at Workplace- Antecedents and Consequences” as part of my thesis requirements. I am writing to invite you to take part in a research study by completing a short survey aimed at gathering insights on mental health in the workplace. The purpose of this study is to examine how mental health-related factors influence their associated outcomes, with the goal of identifying trends and patterns that may contribute to future research and practical improvements in this area.

It will take 10 to 15 minutes to finish the survey. Participation in the study is completely voluntary, and there are no repercussions if you decide to skip any questions or leave at any point. Rest assured that all answers will be kept confidential and anonymous. No personally identifying information will be revealed because the data will only be used for research purposes and will only be reported in aggregated form.

Although there are no immediate rewards to participating, your contributions will advance knowledge of employee mental health in the workplace and could guide future studies and programs.

Thank you for considering participation in this study. Your time and insights are greatly appreciated.

Sincerely,

Pakki Venkat Naresh

Doctor of Business Administration

Swiss School of Business and Management Geneva

APPENDIX B

QUESTIONNAIRE
Section – A: Demographic Details

“This section collects demographic and background information from respondents for the purpose of statistical analysis. Please tick (✓) the option that best applies to you. All responses will be combined with those of other participants and will be kept confidential. The information provided will be used solely for research purposes”.

Name of the Respondent

1. What is your gender?

- ☐ Male
- ☐ Female

2. What is your current marital status?

- ☐ Unmarried
- ☐ Married

3. What is your age group?

- ☐ Less than 26 years
- ☐ 26-35 years
- ☐ 36-45 years
- ☐ 45 years and above

4. What is your educational qualification?

- ☐ Undergraduate degree
- ☐ Postgraduate degree
- ☐ Others

6. What is your work experience in years?

- ☐ 0-3 years
- ☐ 3-6 years

- ☐ 6-9 years
- ☐ 9-12 years
- ☐ More than 12 years

7. Geographical Region

- ☐ North
- ☐ South
- ☐ West
- ☐ East

Section – B

Direction: “This section assesses your overall perceptions of the antecedents of mental health. Please indicate the extent to which you agree or disagree with each of the following statements by selecting the appropriate response on the scale provided, where 1 = Strongly Disagree and 5 = Strongly Agree”.

S. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I currently have a good balance between the time	1	2	3	4	5
2	I spend at work and the time I have available for non-work activities.	1	2	3	4	5
3	I don't have difficulty balancing my work and non-work activities.	1	2	3	4	5

4	Overall, I believe that my work and non-work life are balanced.	1	2	3	4	5
5	My supervisor takes the time to learn about my career goals and aspirations.	1	2	3	4	5
6	My supervisor cares about whether or not I achieve my career goals.	1	2	3	4	5
7	My supervisor keeps me informed about different career opportunities for me in the organization.	1	2	3	4	5
8	My supervisor makes sure I get the credit when I accomplish a task.	1	2	3	4	5
9	Overall, I'm treated fairly by my organization.	1	2	3	4	5
10	In general, I can count on this organization to be fair.	1	2	3	4	5
11	Overall, the treatment I receive around here is fair.	1	2	3	4	5
12	Usually, the way things work in this organization is fair.	1	2	3	4	5

13	In general, the policies and procedures of this organization are fair.	1	2	3	4	5
14	Most of the people who work here would say that they are often treated unfairly.	1	2	3	4	5
15	People in this organization work together like a family.	1	2	3	4	5
16	Innovation and risk-taking are strongly encouraged.	1	2	3	4	5
17	Achieving goals and winning in the marketplace are top priorities.	1	2	3	4	5
18	Formal procedures generally govern what people do.	1	2	3	4	5
19	There is a shared mission and purpose that guides our work.	1	2	3	4	5
20	Employees are trusted to make decisions without needing approval for everything.	1	2	3	4	5

Section – C

Direction: “This section assesses your overall perceptions of the consequences of mental health. Please indicate the extent to which you agree or disagree with each of the following statements by selecting the appropriate response on the scale provided, where 1 = Strongly Disagree and 5 = Strongly Agree”.

S. No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with the amount of authority I have in my position.	1	2	3	4	5
2	I am satisfied with the degree of independence I have in carrying out my work.	1	2	3	4	5
3	I am satisfied with the way my job utilizes my skills and abilities.	1	2	3	4	5
4	I am satisfied with the recognition I receive for doing a good job.	1	2	3	4	5
5	I am satisfied with the overall content of my job.	1	2	3	4	5
6	I feel a strong sense of belonging to my organization.	1	2	3	4	5

7	I am proud to tell others that I work for this organization.	1	2	3	4	5
8	I would be very disappointed if I had to leave my organization.	1	2	3	4	5
9	It would be very hard for me to leave this organization right now, even if I wanted to.	1	2	3	4	5
10	I feel a sense of duty to remain with my organization.	1	2	3	4	5
11	I believe that I should stay with this organization for as long as I can.	1	2	3	4	5
12	I am enthusiastic about my job.	1	2	3	4	5
13	I am proud to work for this organization.	1	2	3	4	5
14	I feel energized and motivated to work hard each day.	1	2	3	4	5
15	I am willing to put in extra effort to help my organization succeed.	1	2	3	4	5

16	I feel committed to achieving the goals of my job.	1	2	3	4	5
17	I am eager to contribute to the success of the organization.	1	2	3	4	5

Any Suggestions _____

Thank You

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