EMPLOYEE MENTAL HEALTH AND WORKPLACE SUPPORT SYSTEMS IN MANUFACTURING INDUSTRIES AT COIMBATORE

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RESEARCH ARTICLE

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Abstract

This study examines employee mental health and workplace support systems in an industrial setting. Mental health issues such as stress, anxiety, and burnout reduce employee efficiency, affect decision-making, and lower job satisfaction. The study aims to analyze the relationship between employee mental health and workplace support, identify major stress factors, and evaluate existing support mechanisms. A descriptive research design was adopted. Data were collected from 60 respondents using a structured printed questionnaire across various departments and job roles. The data were analyzed using statistical tools such as Percentage analysis, Chi-square test, t-test, Correlation, Crosstabulation, Reliability test and ANOVA. The findings show that effective workplace support systems, including supervisor guidance, peer support, counseling, and wellness programs, reduce stress and improve employee well-being and productivity. The study highlights the need to strengthen mental health initiatives for a healthy and productive workforce.

Introduction

Mental health has become a key concern in modern workplaces. Employees face high workload, tight deadlines, job pressure, and changing work demands. These factors create stress, anxiety, and emotional strain, which affect both personal well-being and work performance. Poor mental health reduces concentration, decision-making ability, and overall productivity. Workplace is not only a source of stress. It also plays a major role in improving employee well-being. Organizations now focus on creating support systems such as supervisor guidance, peer support, counseling services, and wellness programs. These systems help employees manage stress, maintain balance, and perform effectively. Employee mental health directly impacts organizational outcomes. It influences productivity, absenteeism, job satisfaction, and employee retention. When mental health is ignored, it leads to burnout, conflicts, and high turnover. On the other hand, strong workplace support improves motivation, teamwork, and performance. This study focuses on understanding employee mental health and examining the effectiveness of workplace support systems. It also identifies major causes of stress and analyses how organizational support improves employee well-being and overall workplace efficiency.

Significant of the Study

This study highlights the importance of employee mental health in industrial workplaces. Mental health directly affects how you work, interact, and perform. When it is ignored, it leads to stress, burnout, absenteeism, and low productivity.

- ➤ *Improves productivity*: Healthy employees stay focused, take better decisions, and complete tasks efficiently.
- ➤ *Reduces absenteeism and turnover*: Supportive workplaces lower stress, which reduces leave and employee exit.
- ➤ *Enhances organizational culture*: A positive environment builds trust, teamwork, and opens communication.
- ➤ *Supports policy development*: Findings help management design better mental health and welfare policies.
- ➤ *Promotes overall well-being*: Good mental health improves both work life and personal life.

This study helps organizations understand the need to invest in workplace support systems and build a healthy, productive workforce.

Review of Literature

International Reviews

Cureus. (2025). Effectiveness of workplace mental health programs in reducing occupational burnout: A systematic review. The study found that organizational-level interventions provide long-term reduction in burnout compared to short-term individual programs. It emphasized structured and continuous mental health strategies for improving employee well-being and productivity.

JMIR Mental Health. (2025). Effectiveness of tailored digital mental health interventions at the workplace: A systematic review. The study reported that digital tools such as mobile apps and web programs reduce stress and anxiety. However, effectiveness depends on employee engagement and integration with organizational support.

Khalid, A., et al. (2024). Mental health and well-being at work: Antecedents and consequences. This review highlighted that high job demands and low support increase stress, while strong workplace resources improve employee performance, well-being, and retention.

Lancman, S., et al. (2024). Mental health and work: A systematic review of the concept. The study found that many organizations focus only on individual factors and ignore workplace conditions, which limits effective policy-making and intervention strategies.

Strudwick, J., et al. (2023). Workplace mental health screening: A systematic review and meta-analysis. The findings showed that screening alone has limited impact, but when combined with proper treatment and support, it improves mental health outcomes.

National Reviews

Singh, M. (2025). True awareness of mental health remains in the shadow. The study highlighted that mental health awareness in India is still low, and many organizations lack effective implementation of mental health policies and programs.

Poddar, A., et al. (2024). Detection and disclosure of mental health challenges in the workplace in Indian contexts. The study found that stigma and fear of discrimination prevent employees from openly discussing mental health issues, affecting help-seeking behavior.

Sarkar, S. (2024). Mental health and well-being at the workplace: A review of the Indian scenario. The study revealed that awareness has improved, but structured implementation and monitoring of workplace mental health programs remains weak.

Mercer. (2024). Employer practices and EAP adoption trends in India. The study showed that large organizations adopt mental health initiatives, while smaller firms face challenges due to limited resources and budget constraints.

Deloitte. (2022). Mental health and well-being in the Indian workforce. The report indicated that a high percentage of employees experience stress, but many organizations still lack formal mental health policies and long-term strategies.

Methodology

Aim of the Study

To examine the relationship between employee mental health and workplace support systems and assess their impact on overall employee well-being.

Objectives

- ➢ To study the demographic profile of employees
- ➢ To understand the concept and importance of employee mental health
- ➢ To identify workplace support systems available to employees
- ➢ To examine the major causes of mental stress among employees
- ➢ To analyze the impact of mental health on workplace productivity and well-being.
- ➢ To evaluate the initiatives taken by management to support employees

Research Design

A descriptive research design was used in this study. It focused on analyzing real-time employee experiences and existing workplace conditions without manipulating any variables. The design helped in understanding current practices, behaviors, and perceptions related to employee mental health and workplace support systems. It also enabled the identification of patterns and relationships among key variables within the organization.

Universe of the Study

The study focused on 250 employees working in the manufacturing industries across various departments in Coimbatore. The total number of employees who are working in the manufacturing industries constitutes the universe of the study. Out of this, a sample of 60 respondents was selected for the study, including both male and female employees from different job levels such as workers, supervisors, and managerial staff.

Tools for Data Collection

Primary data were collected using a structured printed questionnaire. The questionnaire consisted of closed-ended and scaled questions that measured mental health status, stress factors, and workplace support systems. Secondary data were collected from

books, journals, and reports related to employee mental health and workplace support to support and strengthen the study.

Statistical Analysis

A. One Way Analysis (ANOVA) of Variance among the Age of the Respondents with regard to various dimensions of Employee Mental Health and Workplace Support Systems

Dimensions	SS	df	MS	Mean	Statistical Inference
Employee Mental Health & Its Importance Between Groups Within Groups	 8.202 59.531	 4 55	 2.051 1.082	G1= 1.83 G2= 1.65 G3= 2.10 G4= 2.57 G5= 1.67	f = 1.894 **p = 0.124** p > 0.05 **Not Significant**
Workplace Support Systems Between Groups Within Groups	 9.641 58.092	 4 55	 2.410 1.056	G1= 1.36 G2= 2.00 G3= 1.57 G4= 2.68 G5= 1.75	f = 2.282 **p = 0.072** p > 0.05 **Not Significant**
Major Causes of Mental Stress in Workplace Between Groups Within Groups	 8.875 58.859	 4 55	 2.219 1.070	G1= 1.73 G2= 2.00 G3= 1.62 G4= 2.40 G5= 2.80	f = 2.073 **p = 0.097** p > 0.05 **Not Significant**
Impact of Mental Health on Workplace Wellness Between Groups Within Groups	 5.442 62.292	 4 55	 1.360 1.133	G1= 1.33 G2= 1.20 G3= 1.69 G4= 2.41 G5= 2.14	f = 1.201 **p = 0.321** p > 0.05 **Not Significant**
Initiatives Taken by Management for employees Between Groups Within Groups	 11.386 56.348	 4 55	 2.846 1.025	G1= 1.64 G2= 2.00 G3= 2.44 G4= 2.32 G5= 1.75	f = 2.778 **p = 0.036**** p < 0.05 **Significant**

G1 - Below 25 **G2** - 25-34 **G3** - 35-44 **G4** - 45-54 **G5** - 55 and above

Null Hypothesis (H₀): There is no significant difference among the age of the respondents with regard to the various dimensions of employee mental health and workplace support system.

Research Hypothesis (H₁): There is a significant difference among the age of the respondents with regard to the various dimensions of employee mental health and workplace support system.

Result 1: Since the p value is greater than 0.05 (0.124), there is no significant difference among the age of the respondents with regard to employee mental health and its importance. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that respondents from different age groups perceived the importance of employee mental health in a similar manner.

Result 2: Since the p value is greater than 0.05 (0.072), there is no significant difference among the age of the respondents with regard to workplace support systems provided in the industry. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that perceptions about workplace support systems were similar across different age groups.

Result 3: Since the p value is greater than 0.05 (0.097), there is no significant difference among the age of the respondents with regard to the major causes of mental stress in the workplace. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that respondents of different age groups experienced the causes of workplace stress in a similar way.

Result 4: Since the p value is greater than 0.05 (0.321), there is no significant difference among the age of the respondents with regard to the impact of mental health on workplace wellness. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that employees across different age groups shared similar views on how mental health affects workplace wellness.

Result 5: Since the p value is less than 0.05 (0.036), there is a significant difference among the age of the respondents with regard to initiatives taken by management for employees. Hence, the null hypothesis is rejected and the research hypothesis is accepted. Therefore, this indicates that perceptions about management initiatives differed across age groups, suggesting that employees of different ages viewed management efforts in different ways.

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B. Gender and Mental Health Level among Employees (Crosstabs)

Gender of the Respondents	Mental Health Level among Employees					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Male	2 (3.6) 100.0	10(18.2) 100.0	7(12.7) 77.8	24(43.6) 92.3	12(21.8) 92.3	55 (100.0) 91.7
Female	0(0.0) 0.0	0(0.0) 0.0	2(40.0) 22.2	2(40.0) 7.7	1(20.0) 7.7	5 (100.0) 8.3
Total	2(3.3) 100.0	10(16.7) 100.0	9(15.0) 100.0	26(43.3) 100.0	13(21.7) 100.0	60 (100.0) 100.0

It was understood from the above table that a little more than two fifth of the male respondents (43.6%) agreed that employees have good mental health, followed by a little more than two fifth of the total respondents (43.3%) who also agreed with the same statement. Further, a two fifth of the female respondents (40.0%) remained neutral, and a two fifth of the female respondents (40.0%) agreed with the statement. A little more than one third of the male respondents (36.4%) strongly agreed, followed by a little more than two tenth of the male respondents (21.8%) who strongly agreed. A little more than one tenth of the respondents (16.7%) disagreed, while a little more than one tenth of the respondents (15.0%) remained neutral. A very fewtail of the respondents (3.3%) strongly disagreed. Overall, the findings show that respondents generally had a positive opinion regarding mental health level among employees.

C. 't' test between Gender of the respondents with regard to various dimensions of Employee Mental Health and Workplace Support Systems.

Dimensions	Mean	Std. Deviation	Statistical Inference
Employee Mental Health & its Importance Male (55) Female (5)	3.44 3.80	0.898 0.837	t = - 0.925 p = 0.686 p > 0.05 Not Significant
Workplace Support Systems Provided in the industry Male (55) Female (5)	3.07 2.40	1.215 0.548	t = 2.283 p = 0.106 p > 0.05 Not Significant
Major Causes of Mental Stress in Workplace Male (55) Female (5)	2.76 2.40	0.999 1.140	t = 0.771 p = 0.821 p > 0.05 Not Significant
Impact of Mental Health on Workplace Wellness Male (55) Female (5)	3.33 3.40	1.139 0.548	t = - 0.252 p = 0.077 p > 0.05 Not Significant
Initiatives Taken by Management for employees Male (55) Female (5)	3.55 4.00	0.997 0.707	t = - 1.323 p = 0.153 p > 0.05 Not Significant

Null Hypothesis (H₀): There is no significant difference between gender of the respondents with regard to various dimensions of employee mental health and workplace support system.

Research Hypothesis (H₁): There is a significant difference between gender of the respondents with regard to various dimensions of employee mental health and workplace support system.

Result 1: Since the p value is greater than 0.05 (0.686), there is no significant difference between gender of the respondents with regard to employee mental health and its importance. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that both gender of the respondents perceived the importance of employee mental health in a similar manner.

Result 2: Since the p value is greater than 0.05 (0.106), there is no significant difference between gender of the respondents with regard to workplace support systems provided in the industry. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that perceptions about workplace support systems were similar among gender of the respondents.

Result 3: Since the p value is greater than 0.05 (0.821), there is no significant difference between gender of the respondents with regard to the major causes of mental stress in the workplace. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that both gender of the respondents experienced workplace stress factors in a similar way.

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Result 4: Since the p value is greater than 0.05 (0.077), there is no significant difference between gender of the respondents with regard to the impact of mental health on workplace wellness. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that employees of both genders shared similar views on how mental health affects workplace wellness.

Result 5: Since the p value is greater than 0.05 (0.153), there is no significant difference between gender of the respondents with regard to initiatives taken by management for employees. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that management initiatives were perceived similarly by both genders of the respondents.

D. Gender of the Respondents and their Mental Health Level (Chi-square test)

Pearson Chi Square Value	13.371[a]
Degrees of Freedom	15
Level of Significance	0.574

a. 28 cells (87.5%) have expected count less than 5. The minimum expected count is 0.08.

Null Hypothesis (H_0): There is no significant association between gender of the respondents and their mental health level.

Research Hypothesis (H_1): There is a significant association between gender of the respondents and their mental health level.

Result: Since $p > 0.05$ (0.574), the null hypothesis is accepted and the research hypothesis is rejected. Hence, gender does not have a significant association with the mental health level of the respondents.

From the Chi-square test, it is observed that the p value is greater than the level of significance of 0.05. This indicates that there is no statistically significant association between gender of the respondents and their mental health level. Although minor differences are seen in the distribution of mental health levels between genders of the respondents, these differences are not statistically meaningful.

E. Karl's Pearson's Co-efficient of Correlation between the Living Status of the Respondents with regard to various dimensions of Employee Mental Health and Workplace Support Systems.

Dimensions	Correlation Value	Statistical Inference
Employee Mental Health & its Importance	0.110	**p = 0.404** p > 0.05 Not Significant
Workplace Support Systems Provided in the Industry	0.177	**p = 0.175** p > 0.05 Not Significant
Major Causes of Mental Stress in Workplace	0.011	**p = 0.932** p > 0.05 **Not Significant**
Impact of Mental Health on Workplace Wellness	-0.034	**p = 0.795** p > 0.05 Not Significant
Initiatives Taken by Management for employees	0.246	**p = 0.058** p > 0.05 Not Significant

Null Hypothesis (H_0): There is no significant relationship between the selected dimensions of employee mental health and workplace support system.

Research Hypothesis (H_1): There is a significant relationship between the selected dimensions of employee mental health and workplace support system.

Result 1: The correlation value is 0.110 with a p value of 0.404. Since the p value is greater than 0.05, there is no significant relationship between employee mental health and its importance and the related variable. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that employee mental health and its importance did not show a meaningful association with the related variable, suggesting a weak and insignificant relationship.

Result 2: The correlation value is 0.177 with a p value of 0.175. Since the p value is greater than 0.05, there is no significant relationship between workplace support systems provided in the industry and the related variable. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that workplace support systems did not have a significant association with the related variable, indicating a weak relationship.

Result 3: The correlation value is 0.011 with a p value of 0.932. Since the p value is greater than 0.05, there is no significant relationship between the major causes of mental stress in the workplace and the related variable. Hence, the null hypothesis is

accepted and the research hypothesis is rejected. Therefore, this indicates that the major causes of mental stress in the workplace were not significantly related to the variable considered in the study.

Result 4: The correlation value is −0.034 with a p value of 0.795. Since the p value is greater than 0.05, there is no significant relationship between the impact of mental health on workplace wellness and the related variable. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this shows that the impact of mental health on workplace wellness did not exhibit a meaningful relationship with the related variable.

Result 5: The correlation value is 0.246 with a p value of 0.058. Since the p value is greater than 0.05, there is no significant relationship between initiatives taken by management for employees and the related variable. Hence, the null hypothesis is accepted and the research hypothesis is rejected. Therefore, this indicates that although management initiatives showed a slightly higher positive correlation, the relationship was not statistically significant.

F. Reliability Test

Reliability Statistics	
Cronbach's Alpha	**No. of Items**
.872	72

The reliability of the tool was tested using Cronbach's Alpha to examine the internal consistency of the items used in the study. The overall Cronbach's Alpha value obtained was 0.872 for 72 items. This value indicates a high level of reliability, showing that the items included in the questionnaire are consistent and measure the same underlying concept. Hence, the tool used for the study is reliable and suitable for further statistical analysis.

Major Findings

- Age does not create significant differences in most dimensions. Employee mental health, workplace support, stress causes, and wellness impact show similar perceptions across age groups. Only management initiatives vary by age, which indicates different expectations among age groups.
- Gender does not influence employee mental health and workplace support. Both male and female respondents show similar views across all dimensions. This confirms that gender has no major role in shaping perceptions of mental health and support systems.
- Majority of respondents show a positive mental health level. A large share of employees agree that they have good mental health, which reflects a generally healthy work environment.
- No significant association exists between gender and mental health level. The chi-square result confirms that mental health status is not dependent on gender differences.
- Living status does not show any significant relationship with mental health and workplace support. All correlation values are weak and statistically insignificant, which indicates minimal influence of personal living conditions.
- Management initiatives show slight variation but no strong relationship with other variables. This suggests that employee perception of management efforts differs, but does not strongly affect overall mental health dimensions.
- The reliability test shows high internal consistency. Cronbach's Alpha value of 0.872 confirms that the questionnaire is reliable and suitable for analysis.
- Overall, workplace support systems and mental health perceptions remain consistent across demographic variables. This indicates a uniform organizational environment in terms of mental health awareness and support.

Suggestions

A. Suggestions to Employer

- Provide regular mental health awareness programs to reduce stigma and improve understanding.
- Offer professional counseling services and ensure confidentiality for employees.
- Train supervisors to identify stress and give emotional and work-related support.
- Improve communication between management and employees to build trust.
- Introduce flexible work options to support work-life balance.
- Reduce excessive workload and set realistic deadlines to avoid burnout.
- Strengthen recognition and reward systems to improve motivation.
- Conduct wellness programs such as stress management and relaxation sessions.
- Create a safe environment where employees can freely share concerns
- Regularly collect feedback through surveys and improve support systems based on results.

B. Suggestions to Employee

- Maintain a healthy work-life balance by managing time effectively.
- Seek support from supervisors or peers when facing work stress.
- Participate actively in wellness and mental health programs.
- Communicate openly about workload and challenges with management.

➢ Practice stress management techniques such as relaxation and exercise.
➢ Avoid overwork and take proper breaks during work hours.
➢ Build positive relationships with colleagues for peer support.
➢ Stay aware of mental health and recognize early signs of stress.
➢ Use available workplace support systems like counseling and HR support.
➢ Focus on self-care habits such as proper sleep, diet, and physical activity.

Conclusion

This study analyzed employee mental health and workplace support systems and their influence on employee well-being. The findings indicate that employees generally report a positive level of mental health and perceive workplace support systems as moderately effective. The results show no significant differences across gender and most age groups, suggesting a consistent organizational environment in terms of mental health awareness and support.

The statistical analysis confirms that demographic variables have limited influence on key dimensions of mental health and workplace support. However, significant variation was observed in perceptions of management initiatives across age groups, indicating the need for more targeted and inclusive strategies.

The study highlights that effective workplace support systems, including managerial support, peer interaction, and wellness initiatives, play a crucial role in reducing stress and enhancing productivity. Despite this, factors such as workload and job pressure continue to impact employee well-being.

Overall, the study emphasizes the importance of strengthening structured mental health policies and support mechanisms to ensure sustainable employee well-being and organizational performance.

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