

**Mental and Health Issues at Workplace:
A Study at the Manufacturing Companies in Selangor, Malaysia**

Noraini Binti Mohd Zain



**Project Paper Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration
Universiti Tun Abdul Razak**

February 2021

DECLARATION

The author hereby declares that this project paper is the original study undertaken by her unless stated otherwise. The acknowledgement has been given to references quoted in the list of references. The views and analysis in this study are that of author's, based on the references made, and this does not constitute an invitation to use this study as a technical tool for management purpose.



Signature :
Name : Noraini Binti Mohd Zain
Date :

ACKNOWLEDGEMENT

This research project was an adventurous journey for me. I would like to take the opportunity to thank all who have supported me during this MBA research project. I am grateful for everyone's guidance, advice and criticism during the project construction.

I would first and foremost like to thank Prof. Ibrahim Zahari for his guidance and on-going support in this research project. It was an honour to work with him because he showed his total commitment to the success of this research project. Throughout this project, he supported me without any hesitation and was always ready to help whenever necessary.

I want to recognise the support of staff and the MBA-Online student and the Professors in my UNIRAZAK MBA programme. And last but not least I would like to thank my family and friends that have continuously supported me throughout the programme and motivated me to go forward, in particular my beloved husband, my children's and my parent. It would be impossible for me to finish this research project successfully without their full support.

Thank you!!

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirements for the Master of Business Administration.

**Mental and Health Issues at Workplace:
A Study at the Manufacturing Companies in Selangor, Malaysia**

By
Noraini Binti Mohd Zain

February, 2021

The morality of employees may be positively and negatively affected by the working environment. The working environment plays an important role in the efficiency and productivity of an employee. Many industries have a damaging workplace environment and are often also unsafe. This study focuses on the working environment of a healthcare facility and its effects on production workers. Insecure health facilities such as unsafe facilities, poorly designed workstations, ventilation shortages, excess noise, poor lighting, poor support to supervisors, poor communications in the workplace, poor security in emergencies and lack of personal protection equipment's can have a negative impact on workers' productivity. Production workers are subject to conditions of work in those environments, such as heat stress, survival, ergonomic disorders and suffocation. Health care workers' productivity and performance can decrease because of poorly planned workplaces, which can adversely affect your morals and cause a lack of motivation and satisfaction, providing management with a safe working environment in order to ensure health, efficiency, efficiency and good performance. This can result in poor motivation for the worker. The links between the health worker, the workforce and the workplace environment are very important and therefore integral to the job. Management efforts to guarantee an active workforce should be geared towards staff motivation and infrastructure for the working environment.

CHAPTER ONE

INTRODUCTION

1.0 Preface

The situation and productivity are interconnected and play a major role in an individual employee's performance. The working environment is said to be a key factor in the commitment, productivity and comfort level of an employee. In addition, the performance of a staff is influenced by factors such as security & health and emergency access. Employees participation could reflect an employee's performance level, which is reduced in absenteeism. The performance of an employee is obviously influenced by the workplace. A statistical analysis using the qualitative method will identify and discuss the key factors in the following chapter of this study.

Mental illnesses people are more likely to suffer from lower quality of life, education difficulties, limited productivity and social problems. They are also more susceptible to abuse and other health problems. These challenges have a significant impact on the personal and professional life of an individual, often creating obstacles in either area. From an employer's point of view, mental illness at work can significantly affect the quality of the work of employees and affect the productivity of an organisation as a whole. As a result, employers worldwide are faced with the problem of mental health at work.

While employers should care for the mental health of employees as it is right to do, the benefits of a workforce's mental well-being are sufficient for a sound business decision. Burnout, stress, anxiety, depression and trauma management are part of the tissue that makes us human. Each of us has periods of prosperity and periods of profound challenges. If we frame the cycles of success and struggle as usual, then, instead of in shame and social isolation, we can foster environments in which people can present their challenges. You can request the help you need.

Work is good for mental health but a bad environment can cause problems with physical and psychological health. There is considerable economic impact on depression and anxiety, estimated cost of US\$1 trillion per year in loss of productivity in the world economy (WHO). Workplace harassment and bullying are often reported and can have considerable adverse effects on mental health. There are numerous effective measures that organisations, which can also benefit productivity, can implement to promote mental health at work.

Many studies in this field have concluded that the indirect cost of mental disorders – notably loss of productivity – exceeds the direct costs of companies, for example health insurance and pharmacy expenditure.

- i. *Depression* - Depression is the most well-known mental health disorder at work, partly due to its prevalence in the public. One sample survey reported that around 6 percent of employees have depression symptoms in any given year.
- ii. *Bipolar disorder* - The cycling between higher (manic) and depressed moods usually distinguishes bipolar disorder. The employees may look very energetic and creative during a manic phase, but the actual productivity may suffer. And a person can become autonomous or disturbing, overwhelmingly aggressive and err in judgement during full blown mania (such as overspending a budget).
- iii. *Anxiety disorders* - Workplace anxiety disorders can demonstrate restlessness, tiredness, difficulty concentrating and excessive worry. Staff may need continuous performance reassurance. Physical symptoms or irritability can be noticeable sometimes, as with depression. At some point in life, anxiety disorders affect about 6 per cent of the population but usually go undiagnosed for five to ten years. It is treated for just about one in three people with a diagnosed disorder.
- iv. *ADHD* - ADHD is often seen only in infancies as a problem but affects adults as well. An international survey has estimated ADHD in 3.5% of staff. In the

workplace, ADHD symptoms can occur as disorder, non-fulfilment of schedules, incompetence with managing work loading, problems following supervisors' instructions, and arguments with colleagues.

In the workplace there may be many risk factors for mental health. Most risks involve interactions between the work type, the organisational and managerial environments, employees' skills and competencies and the support available to employees. For example, an individual may have the ability to carry out tasks but may have too little resources to do what is required or unbearable management or organisational practises. Mental health risks include:

- a) Insufficient policies on health and safety;
- b) Low practises in communication and management;
- c) Limited decision-making participation or poor control of the work area;
- d) Low employee supports levels;
- e) Uncompromising work hours; and
- f) The tasks or organisational goals are unclear.

1.1 Background of the Study

Globalization and interdependence have opened new chances for growth and development of the global economy. Whilst globalisation was a powerful and dynamic growth force, the working conditions and labour market in the last two decades have changed dramatically. More automation and quick deployment of information technology are the key elements in these changes. Workers around the world face a range of new organisational structures and processes – downgrading, contingent work and increased workloads as never before.

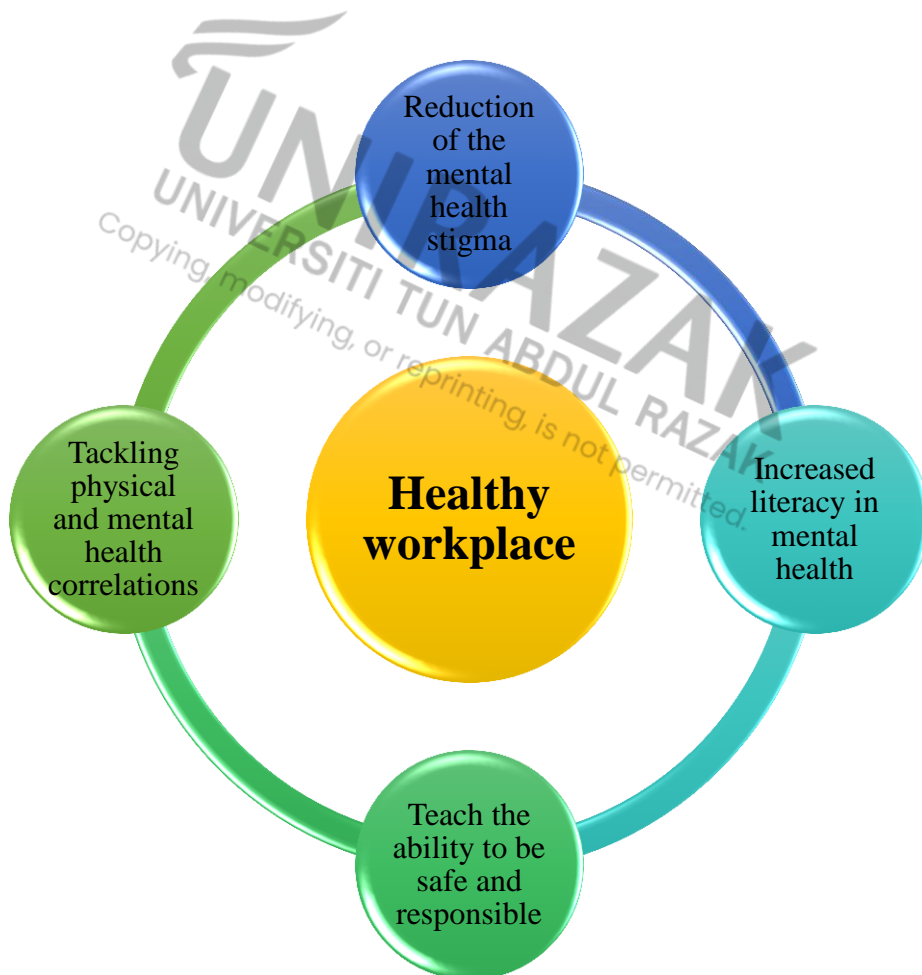
Although efficient mental health services are multidimensional, the workplace is a suitable environment in which individuals can learn about mental health issues and become more aware of them. This can promote good mental health practises, provide tools to recognise mental health problems and to identify them early, and to establish links with local referral, treatment and rehabilitation mental health services. These efforts will ultimately benefit everyone, by reducing mental health problems' social and economic costs in society.

Almost all large companies are now aware that the productivity of their workers is linked to their health and well-being. Traditionally, however, physical health has been given greater emphasis than mental health and well-being. Many factors can promote the psychosocial and mental health of employees on the job: The opportunity to be included in the planning and conduct of activities and events in the workplace is particularly important in this regard (for example, the opportunity to choose and act accordingly and the potential of predicting the consequences of one's action).

Two different forms of working environment can be found in the physical part of the working environment and the other in the working environment. These two factors have their respective interlinked indicators of performance. This study examines the impact of comfort, layout of the workplace, furniture, technology, noise, ventilation, illumination, communication, supervising assistance and work support on the performance of an employee. This study identifies key factors relating to the working environment that affect manufacturing

staff and explores how they can be used to improve employees ' performance. The results of this study are believed to be used as the company's recommendation.

As we notice, many employees suffer from mental health issues, a fact that is sometimes ignored, as these conditions appear to arise during work. However, a stigma associated with mental illness is such that workers may be hesitant to seek treatment especially in the current economic environment, out of fear of jeopardising their jobs. Simultaneously, managers would want to help but don't know how. And doctors in new places will at the same time attempt to treat a patient and offer advice about how to manage the disease at home. I have carried out this research in order to identify factors that affect the health and mental problems of workers in the manufacturing sector in Selangor.



4 Efficient workplace action

1.2 Problem Statement

Employees' mental health has become more and more recognised as an essential factor in their overall health and that poor mental health and stress can play a significant role in a number of physical conditions, such as hypertension, diabetes and cardiovascular conditions. In addition, poor mental health can lead to abuse of employees, which severely affects their ability to contribute significantly to their personal and professional lives.

The problems with mental illness have a negative impact on productivity and profit and an increase in costs of addressing the problem directly on employers and businesses. Furthermore, they adversely affect employee morale. These changes, particularly in the working environment within the organisation, have already had a mental influence on employees. This study aims to identify key factors relating to the mental and health problem relate to working environment and how this problem for employees in the company can be overcome.

There are serious consequences for the individual as well as for company productivity for the effects of mental health issues in the workplace. The mental health condition of employees is all affected by employee performance, illness rates, absenteeism, accidents, and staff turnover. Mental illness obviously places a heavy burden on human pain, social exclusion and mental stigmatisation as well as on the economic costs of their families.

1.2.1 *Psychological Work Environment - Superior Relationship Problems*

A tough boss is the most frequent reason for work stress. However, it can be much easier to improve communication skills. A genuine conversation can change. Sometimes the boss can set unreal objectives to identify which time limits can be honestly met. Tasks that are not part of the employees' roles or skills can also cause stress. Companies often employ multitasking staff, but this can affect their delivery capacity.

The best way to resolve this problem is to communicate with superiors early on. The hierarchical character of organisations is an area which offers a chance for

conflict for the personally disordered person. Supervisors come in different levels of competence and efficiency. Some are micro managers and want to constantly look on your shoulders. Others don't mind delaying if you have a longer or less efficient way to complete a project. You will find bosses with whom you can talk and with which others who seem to speak a different language. Some managers are just bad bosses, and others don't know what you need. They will find supervisors who manage stress and time limits and who can throw away the smallest hiccup all day long.

1.2.2 *Physical Work Environment –*

i. Office furniture

It is possible to improve the work effort of their employees at work in several ways, but the way they choose the right office furniture is often overlooked. Well, this is not a way, but an assistant. The right office furnishings – table cabinets, chairs, cabinets, etc. – influence employee well-being. Builders, electricians, plumbers or firefighters may not spend too much time in the workplace. However, the knowledge-based economy is on the rise at present and all these workers spend hours at their work desks looking at a computer screen and sitting on a chair. When physical pain is involved, commitments and productivity rates decrease considerably.

ii. Sound, lighting and ventilation

The study showed that poorly designed office environments as poor lighting affect the health and performance of human beings. On that basis, the objective of this study was to assess the impact of quality of lighting on the work efficiency of employees at a bureau. The results demonstrated that the level of illumination and uniformity in this specific workplace were insufficient and to a certain extent affecting the health, work efficiency and productivity of occupants.

1.2.3 *Psychosocial Work Environment - Problems in relation to colleagues*

It could also be difficult colleagues or colleagues for another reason. It can be a little harder to deal with a difficult co-worker because their work is often opposed. An amicable discussion, concluded through mutual agreement, must again solve this problem. The colleague can be explained how a team has more advantages than rivalry. However, if things get out of hand, the superior concerned should be notified.

One challenge of psycho-social workplace research is the process of "getting under the skin" of workers and of changing the cognitions, emotions, behaviour, physiological conditions of the workers – a process that has been also called "embodiments." This is a two-way process in which not only conditions of work modify the mind and the body of workers but also change the cognition and emotion of working people.

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1.3 Research Objectives

This study aims to determine which factors relating to mental and health problems have an impact on the performance of employees in the manufacturing field in the case of psychologically, socially and physically work environment. The factors that are identified apply to employers, employees and furniture manufacturers. Few physical and behavioural factors have been identified for these studies, such as comfort, working space layout, furnishings, technology, noise, ventilation, lighting, communication, monitoring and job support.

This study focuses on workplaces based on offices rather than on plant and factory buildings.

- i. To discover the influences on the mental and health problems of employees.
- ii. To understand workplace conceptualisation and work performance of manufacturing employees.
- iii. How did these factors affect stress and performance of employees?
- iv. Identify key factors that influence performance of employees in manufacturing sector.
- v. Determining how the factors to improve the working environment and work performance of manufacturing workers can be improved.
- vi. To determine how employee satisfaction in the manufacturing industry in Selangor, Malaysia is affected.
- vii. To examine the link between job satisfaction factors and the corporate commitment of manufacturing workers.
- viii. Determining the relationship between employee satisfaction factors and employee loyalty between manufacturing employees.
- ix. To explore the relationship between employee satisfaction, corporate engagement and loyalty.
- x. To assess whether job satisfaction mediates the relationship between job content factors, corporate engagement, and employee loyalty.

1.4 Research Questions

This study will look to the factor that influences employee performance in the manufacturing sector related to the mental and health working environment. For parties that are employer, employee and furniture manufacturer, the factors identified shall apply. Few factors, including the level of comfort, workspace, furniture, technologies, noise, ventilation, lighting, communication, support for the supervisor and employment assistance have all been selected for the study on physical, social and psychological aspects. These factors were selected because the focus of this study is on the working environment based on office.

Below are the research questions:

1. How did these factors affect the working environment of the manufacturing company in Selangor?
2. How did these factors affect the work environment?
3. How did manufacturing employees understand these factors?
4. How did the employer and furniture manufacturer understand these factors, specified in issue?
5. How can these factors be improved to improve the work? The surroundings?

1.5 Significance of the Study

In order to support the study objective, analysis is performed using a qualitative method. The study underlines the main factors affecting manufacturing staff and enables companies to use the findings to increase their internal performance and thus to increase their market position. A job never lies in isolation, and hence the psychological and social conditions of employees on the job, often called psychosocial working conditions. Psychosocial workplace has become a continual element in workplace health and stress studies and encompasses risks arising from the psychological perceptions of individuals according to societal risks. In recent decades, this was seen by scientists as a significant field for research but various national governments emphasised and acknowledged the psychosocial work environment 's health, health, performance, efficiency and productivity impacts on workers and organisations.

1.6 The Organization of the Study

In view of the increasing interest in mental health at work, awareness and control of the need to resolve the current state of science and its implementation for real-world problems, inadequate guidance has been identified. Employees and organisations, in order to justify mental health initiatives, face can financial strain that also needs explicit cost-benefits. The stakeholders in this study have suggested that they do not understand how, where, why and what kind of interventions in mental health are needed. It is important to define successful strategies for mental wellbeing at work from the point of view of the economic burden on society.

In the workplace, we currently do not know what kind of mental health interventions should be implemented at work and how to view existing data to assess the response to this problem despite the best attempts to enhance the mental wellbeing at work through a successful intervention. We have found that practices involved in using scientific evidence to guide decision-making have many obstacles. Those challenges include the needs for specialised information for the proper analysis of research literature, the expense of obtaining

data, the skills required if primary study or systematic review is to be critically evaluated, and the difficulties of interpreting the research results correctly.

Other physical conditions including heart disease, diabetes, airborne disease and disturbances that affect muscles, bones and joints are also required for many people with mental health issues. The cost of treating patients suffering from both mental health and other diseases is 2 to 3 times higher than for people without co-occurring diseases. The working environment can be a central place for adult well-being-enhancing practices. Wellness workplace services can recognise and link individuals at risk to care, and offer resources for employees in order to alleviate stress and manage it. Employers can minimise their health insurance expenses for their companies and workers by treating mental health conditions in the workplace.

While workplace performance has a strong influence on job satisfaction, survey participants reacted positively to working culture. The benefits result in more positive employee behaviour and acceptance, which in turn increases commitment and productivity. Indeed, some of the best solutions are free: the appreciation and affection of workers is more critical than compensation for respondents. More than half the workers in all three of the most dangerous sectors did not feel valued and often found work. They also indicated that workplace stress harmed their personal relationships. But for both body and mind, what makes a safe working environment? No, they're not bean bag seats, tables or a rooms for an open space.

Over the years, the desires and demands of employees have evolved and it may be difficult for enterprises to maintain their position. Employers are bombarded with a variety of trendy tips to keep employees glad. But employers need to understand what a company really wants to do in terms of attracting and retaining top talent. While we all know that an employee's decision to join and stay in an enterprise involves competitive wages and good benefits, many more unknown desires than pay checks are more important.

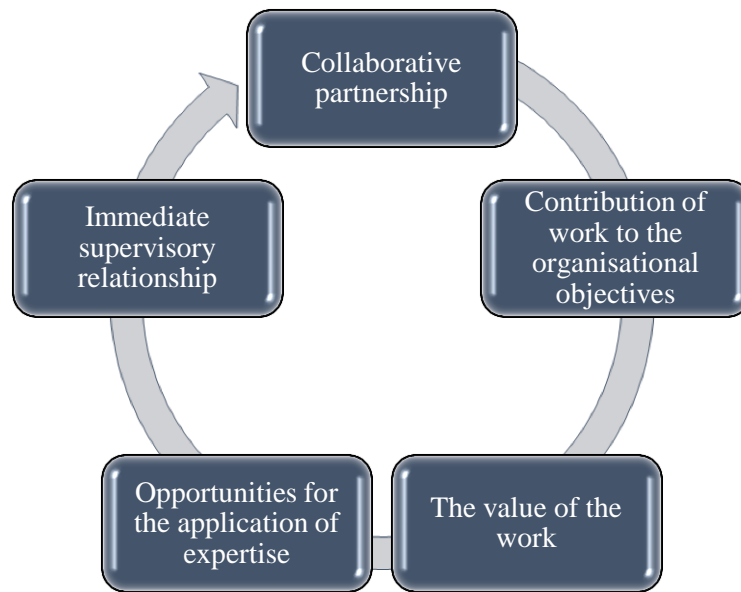


Figure 1 – Top 5 reasons why employee wants to work

Here are the top 5 reasons why employee want to work:

- a) *Collaborative partnership* - It should not be understood how valuable colleagues can cooperate and establish strong partnerships. During the process, confidence and loyalty build reciprocate the team's environment of respect for individual ideas and create internal motivation that is enormous to keep business going.
- b) *Contribution of work to the organisational objectives* - Organizational objectives inform employees of where and how they plan to go. When employees have to make difficult choices, they can refer to the goals of the organisation. Goals encourage planning to determine the achievement of goals. Employees often set goals to meet a need; therefore, objectives can be motivational and improve performance.
- c) *The value of the work* - More companies are now encouraging employee feedback and offering employees a chance to take the lead in their field. It gives employees a more satisfying and controlled sense of work. Empowerment encourages employees to do their best, because companies have confidence and expectations of good work for their employees.

- d) *Opportunities for the application of expertise* - An expert has a lot of advantages. You can help others and develop expertise. It can also lead to high profile promotions and tasks. Choose a subject and set time to work on it to create expertise. To expand your knowledge, use training, networks and industry events.
- e) *Immediate supervisory relationship* - This relationship is an important part of a great job. The commitment of employees can be positively affected when this link is strong. The manner in which your boss treats you can differ between reaching full potential and thriving at work or walking home in tears and checking the job listings.

As a result, mental health problems are often neglected and untreated not only harming the wellbeing and career of a person, but also reducing work efficiency. On the other hand, adequate care will relieve employee symptoms and boost work efficiency. However, achieving these goals requires a shifting mind set towards the essence of mental illness and the appreciation of the time and effort needed to achieve this worthwhile achievement.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Robbins & Coulter (2005) indicates that job satisfaction is defined as the general view of the employee regarding his / her job. In other words, an individual who is highly satisfied with his or her job has a positive sense. In addition, some researchers have shown that satisfaction with the workplace is always dependent on how well the results meet or exceed expectations. If employees believe they are unfairly treated and receive less pay, their job, the supervisors and colleagues are probably negatively impacted (Luthans, 2005; Manzoor et al., 2011).

Khan (2006) also states that the job satisfaction is about how well the expectations of an employee at work are in line with the results. Frazier (2005) has, on the other hand, stated that there are a few elements that affect the satisfaction of employees, that are extrinsic and intrinsic motivating factors, social relations with the group and supervision quality.

Satisfaction with employment therefore plays a very important role in influencing the results of the organisation such as the intention of selling employees, job performance and productivity that are then linked to the performance of the organisation (Latif et al, 2013). The impact of job satisfaction is also linked to cost savings measures (Chatzoglou, Vraemaki, Komsiou, Polychrou & Diameantidis, 2011), as well as the intentions of the employee in terms of turnover and organisational performance. For example, low-level employee satisfaction will lead to a high turnover of employees which indicates that newcomers are expected to increase their costs of recruitment, choice and training.

This chapter has conducted an extensive literature review in order to learn and adapt additional data from previous studies, research and surveys. In the first section, the working environment and key objective of an enterprise that is performance are discussed. In the next section, the factors selected in the study are selected and their disintegration into a group of four. There are several inter-related factors in every group, and the study revealed the

relationship and links between these factors. In addition, a proposed conceptual framework based on the research objectives was developed.

The workplace can contribute greatly to stress due to the time spent on the workplace. The extreme pressure can affect the performance of employees through irritability, fear, frustration, aggression, and stress and can contribute to a long-term or short-term mental illness. Factors of the work can affect mental health and mental endurance of the worker, and the outcome of health. The individual who was exposed to workplace stress has a high rate of mental health and influencing problems.

Stress is one of the influencing factors for mental health. Stress is an important factor for influencing the level of workers' mental health. Stress was one of the most active fields of research in recent years. Too much stress can lead to negative impacts on their minds in the workplace. Work stress also contributes to mental and physical anxiety. Stress is a word often used to mean negative lives or events. Many researchers particularly emphasise research on behavioural science (Agolla and Ongori, 2009). In terms of management, the level of workplace demands must be monitored and the resources must also be increased.

The study provides an integrative theoretical framework and empirical evidence to discuss work-related stress factors and health biomarker. Findings suggest that the development of health symptoms is determined by specific constellation of working conditions (Muhammad Umair Javaid et al 2018). Research on stress was significant. In academic or non-academic situations, the different type of task influenced the signs, the reasons and the influence of stress (Agolla and Ongori, 2009).

Financial problems have been recognised to define financial burdens as difficulties for an individual or a household who has insufficient financial resources with their requirements to maintain a standard of living (Parcia and Estimo 2017) to fulfil their financial commitment due to a scarce money. The lack of capacity for meeting monetary commitments which affect normal physiological and emotional responses can decipher the financial stress. (Best Money Moves, 2017).

2.2 Theoretical Foundation

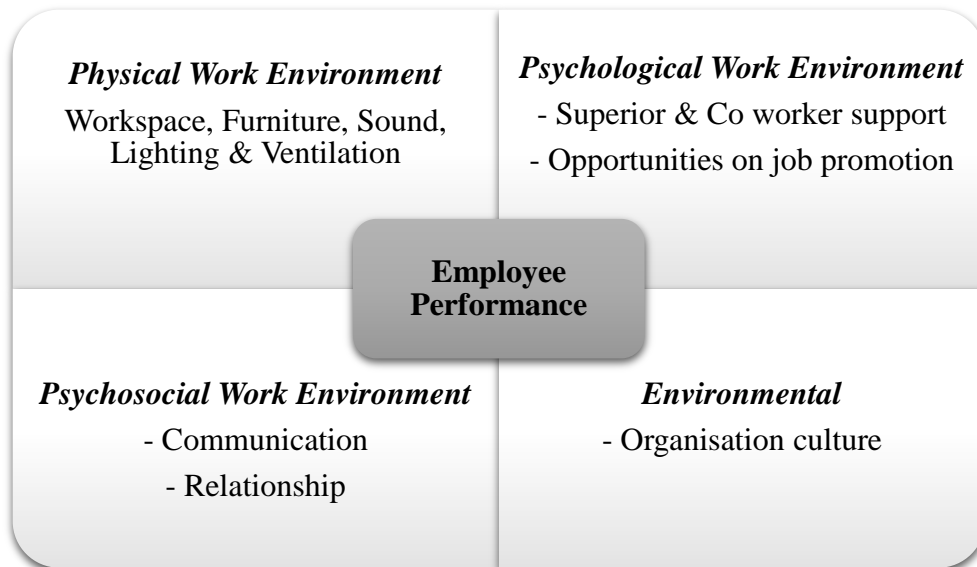


Figure 2 - Theoretical Framework

It is said that if an organisation is to remain profitable, it must change its way of doing business (Brazier, 2014). These involve individual changes, the structure of the company or the work that affects the way it does its daily tasks and tasks. Individuals often have no option other than to change their organisation or management. However, if it is unplanned and not strategically appropriate, the factors may have an effect on the operations.

The culture of organisation can influence attitudes, retention of employees and also performance. These changes are important for improving efficiency and building new revenue lines that sometimes transform the nature of the whole business (Bennett & Durkin, 2000). The corporate change is usually known as the core organisational identity, a set of standards, values, attitudes and conduct patterns. The company's working environment, strategy formulation, leadership and organisational behaviour is also believed to have a key role to play.

Kerke (2010) states that it is crucial for every company to create a safe working environment. This means that organisations not only must avoid accidents but also that they must prevent any kind of unsafe and unhealthy employee practise. The regular feature of every organisation should be safety at work. A company can conduct regular safety briefings

to ensure safety at work. Many organisations have weekly safety meetings in order to provide their employees with security, and many more.

In order to monitor unsafe conditions and practises, the Author states that workplace must be inspected regularly. These inspections should be carried out once or twice a week at least. The supervisors should be informed of the possible harmful situations. In the event of any misapprehension, they will be prepared. In order to avoid such accidents in the future, all dangerous accidents must be properly investigated. When accidents occur, employees are not to be blamed or punished, but should be instructed about their errors. The blame for this reduces employee morality and increases the risk of accidents even further. The safety measures should be positively strengthened after any dangerous accident (Kerke, 2010).

2.3 Empirical Research

The working environment has been empirically tested in many organisations across several countries. Many empirical studies have shown a positive effect on employment, workplace satisfaction and performance. Moreover, empirical workplace research shows that the results are altruism and awareness, self-handling, reduced conflicts, reduced frustrations, self-esteem based on organisation, participation, retention and ethical behaviour.

No.	Author	From	Research type	Definition / Mechanism	Researched Constructs	Result
1	Mohammed et al. (2011)	Malaysia	Questionnaire/Survey	Researcher Designed	Definition of Workplace Spiritual	"In the business organisational context, Islamic spirituality is explained by four factors: rituals, forgiveness / repentance, faith and remembrance of Allah."
2	Oswick (2009)	USA	Literature Review	Literature Review	Definition of Workplace Spiritual	Enhanced workplace spirituality books and academic articles
3	Agolla & Ongori (2009)	Africa	Literature Review	Literature Review	The best strategy to minimize employee intention to quit	This paper to the body of knowledge is that it will provoke debate among researchers and scholars to come with best interventions to manage career plateau in organisations. In addition it will be extending the literature of career plateau
4	Muhammad Umair Javaid (2017)	Malaysia	Questionnaire/Survey	Researcher Designed	Does psychosocial work-environment factors in Malaysian industry workers predicting stress and average arterial pressure?	The study highlighted the psychosocial risks widely used to get a better idea of psychosocial work environment model in affluent and transitional economies.
5	Parcia and Estimo 2017	Philippines	Questionnaire/Survey	Researcher Designed	Employees' Financial Literacy, Behavior, Stress and Wellness	The study is in the context of workplace. It can also be a basis for considering other variables that could affect the financial wellness of various groups of people outside the workplace.
6	(Bennett & Durkin, 2000)	Ireland	Literature Review	Literature Review	The effects of organisational change on employee psychological attachment An exploratory study	The culture of organisation can influence attitudes, retention of employees and also performance.
7	Fry et al. (2005)	USA	Questionnaire/Survey	Fry et al. (2005)	Commitment Productivity	A good relationship between spiritual guidance, spiritual survival and organisational productivity.
8	Usman & Danush (2010)	Canada	Questionnaire/Survey	Rojas (2002)	Satisfaction	Spirituality of work in connexion with satisfaction at work
9	Mohammed, H.A (2019)	Ghana	Questionnaire/Survey	Researcher Designed	Organisational Work Environment and Employee Job Satisfaction: The Case of Judicial Service	The study analyzed the direct and indirect relationship among work environment, variables of safety, relationship with co-workers and motivation on job satisfaction

Table 1 - Empirical Research

2.4 Proposed Conceptual Framework

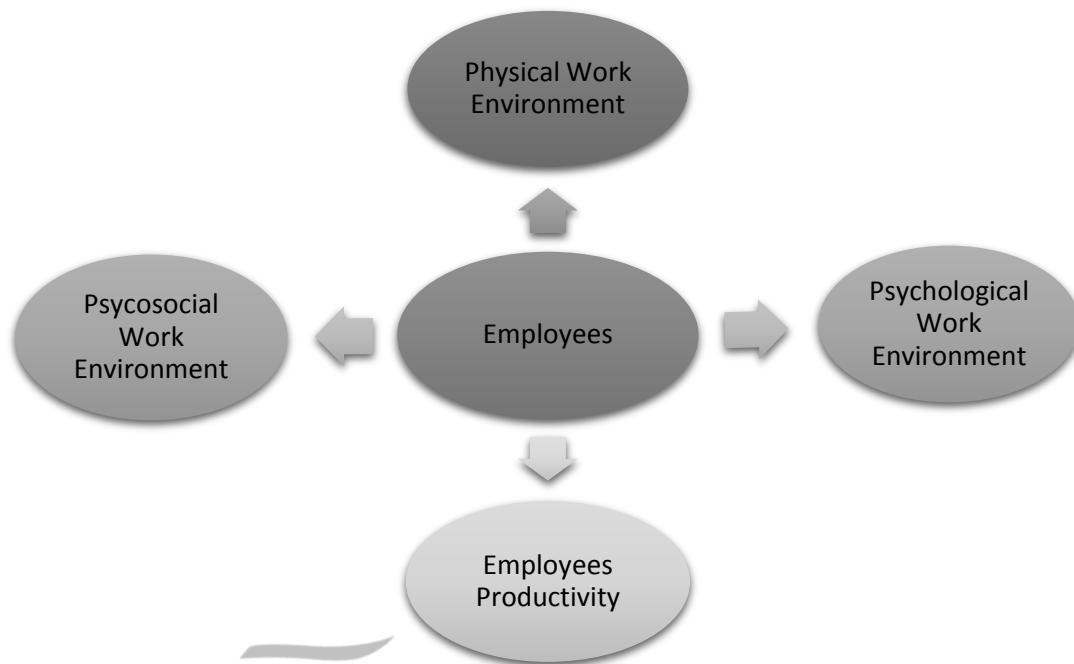


Figure 3 - The conceptual framework of the satisfaction among employees

Figure 1 illustrates the conceptual framework of the satisfaction among employees. The framework highlights the negative and positive effects of drivers for the career track in organisations. If management / employees implement appropriate interventions and effectively manage their workstations, however, the organisation will benefit from reducing employee turnover, increasing employment satisfaction, minimising stress, increased employee morale, fostering good relations between employees, attracting employees, enhancing profitability and increasing organisation competitiveness.

2.4.1 Related Theories Underlying the Development of Conceptual Framework

The paper uses the theory of human capital, a theory that links the independent variables to mediating and dependent ones. A comparison of expected returns for employee productivity is the decision to internalise or externalise employment. In addition, the job satisfaction corresponds negatively to the turnover. Staff expect the work they do to be fairly paid. If that expectation is not fulfilled, employees are likely to be unhappy about their jobs or

turnover, which affect their productivity. Significantly, work satisfaction with Hellman's (1997) supported turnover showed a correlation between job satisfaction and intentions for turnover.

2.4.2 Theory of Technology Acceptance Model (TAM)

The literature on technology acceptance aims to examine how perceptions of individuals affect technology usage and use. The massive spread of new tools and devices has made the understanding of the dynamics that can influence people's acceptance of new technologies an increasingly crucial issue. Several authors have tried to explain technological acceptability. In the psychological and sociological literature many models are today available.

The TAM is the most important technology acceptability model. TAM is based on Reasoned Action Theory and states that a person predicts his / her intention for using technology and his / her intent implies real uses of perceptions concerning a new type of information technology (IT).

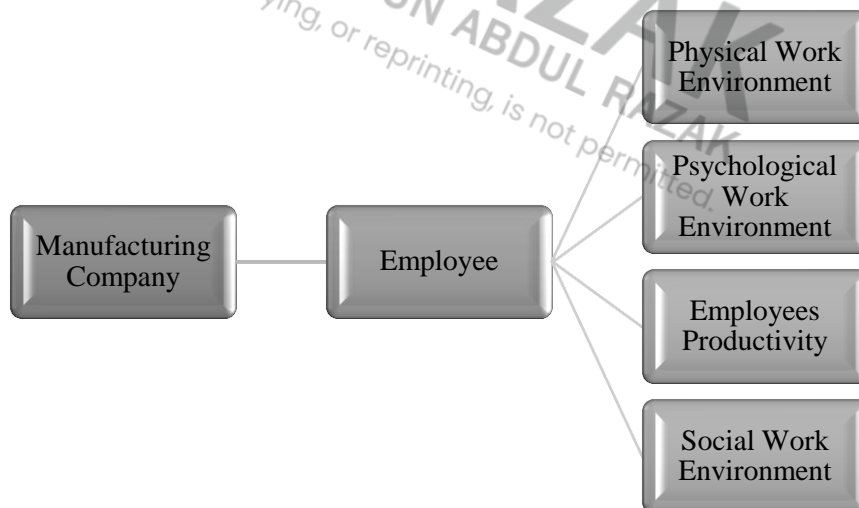


Figure 4 - Technology Acceptance Model (TAM)

2.4.3 Indices of Development Readiness (TRI)

More than ten years ago, the technological readiness index (TRI) was published in a Service Research Journal, a 36-point index to measure people's inclination to adopt and use state-of-the-art technologies. In more than two dozen countries, researchers since then have used it in a variety of contexts. In the meantime, a number of revolutionary technologies, such as mobile trade, social media, cloud computing, which were only a decade before they were introduced now have a major impact on people's lives. The authors undertook a two-phase research project aimed at modernization and improvement of the TRI based on their knowledge of the TRI and the significant changes in its technology landscape.

Technological availability is a gestalt that collectively defines a person's predisposition to the use of new technologies by mind motivators and inhibitors (Parasuraman 2000). The building has four dimensions, multifaceted:

- i. Optimism — a positive view of technology and the conviction that it provides people with increased control, flexibility, and life efficiency.
- ii. Innovation — a propensity to be a pioneer in technology and a leader of thought.
- iii. Discomfort — a perceived lack of control and feeling over technology.
- iv. Insecurity — technological disregard, due to scepticism regarding its proper functioning and concerns about its possible harmful results.

2.4.4 Frame of Concept

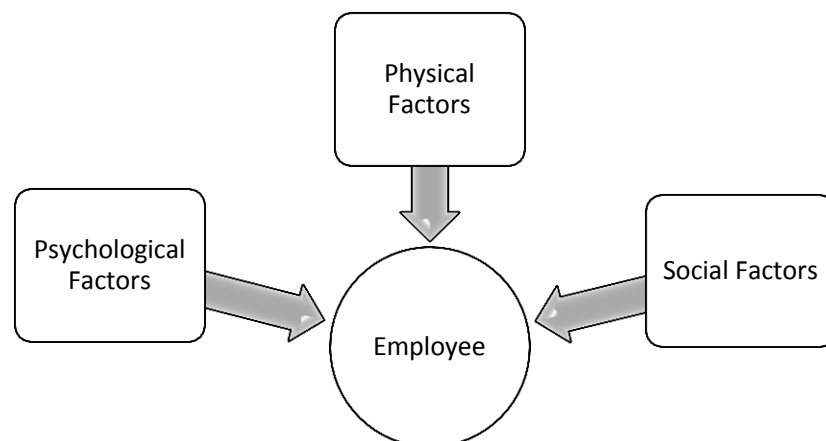


Figure 5 - Frame of Concepts

The cognitive, compartmental and emotional health refers to mental health. Everything's about thinking, feeling, and behaving. The term "mental health" is sometimes used to mean that there is no mental disorder. Mental health can affect everyday life, connexions and physical health. This connexion works in the opposite direction, however. Factors, personal links and physical factors in people's lives can all contribute to disruptions of mental health. Mental health care can maintain the ability of a person to enjoy life. This means striking a balance between life activities, responsibilities and psychological resilience efforts.

2.5 Hypothesis Statement

2.5.1 Psychological Work Environment

i. Relationship with supervisors and co-workers

The psychological condition of the employees at work will be affected by employee relations with colleagues and supervisors. Psychological conditions include psychological significance, security and psychological readiness. The relationship between staff and colleagues and supervisors will increase the psychological significance and employee involvement in the workplace. The relationship improves the friendship and feeling of belonging that improves psychological significance. The appreciation of colleagues and supervisors will ensure that employees are concerned and improve safety at work.

Psychological conditions can theoretically affect the individual participation in roles or functions. Psychology, safety and accessibility can include psychological significance. The work values linked to standard or individual idealism are psychological significance. Persons with a personal sense will be motivated to give themselves completely to the work and the organisation. Individual convictions have shown psychological safety without negative or fearful consequences. Psychological safety will involve employees and the company.

Supervision is one of the key factors in every manufacturing management in today's business environment. In other words, a good relationship with supervisors has

a relative positive effect on the satisfaction of the workforce (Baraniket et al, 2010). Furthermore, interpersonal relations in existing working groups and environment definitely affect the satisfaction of employees in an organisation. Good relations with employees therefore contributes to the satisfaction of employees (Berta, 2005).

The relationship between supervisors may also affect the personal perception that people feel secure at work. Supporting, not controlling and having good relations with the leader encourages the psychologically safe perception and feeling, and can increase employee creativity. Supervisors who promote an environment that supports the workforce, especially with regard to their employees' needs and feelings, give positive feedback and encourage skills development and are able to solve workplace problems. Support from supervision promotes self-determination and employee attitudes as well as work involvement.

ii. *Opportunities on job promotion*

The promotion of employees is one of the main objectives of hard work for employees. So it becomes their expectation. When these expectations are not fulfilled, employers eventually lose their employees. It further states that if they don't have one, they leave a company to look for other opportunities. The promotion of employees often involves an increase in pay, which is an important motivation. This reduces attrition in return. The promotion of employees is an important tool for progressing and retaining employees. This is because they adhere to a company when employees get an opportunity to grow. In the end, this motivation is linked to higher productivity.

There are different aspects of the concept of work satisfaction at the workplace. Employment satisfaction is a multifaceted and complex concept that can mean different things to different people. Employment satisfaction is both an attitude and an inner state. It could be linked, for example, to a quantitative or qualitative performance of the person. Employment satisfaction can also be an important indicator of how employees feel about their jobs and how their work behaviour is

predictable. At just about the same time, there is continuing discussions and debate about the relationship between job satisfaction and performance.

Employment promotion is thought to have occurred when a staff person changes the hierarchy of the organisation upwards and moves to a more responsible location. Previous studies have also shown that work satisfaction is badly linked to promotion opportunities and a positive link exists between promotional opportunities and job satisfaction (McCausland, Pouliakas, & Theodossiou, 2005).). Moreover, promotional opportunities can enhance corporate commitment under Curry et al (1986), and employees will remain loyal to the organisation. In addition, some authors argued that work satisfaction has a role to mediate in the relationship between job promotion, corporate commitment and employee loyalty.

2.5.2 *Physical Work Environment - Office furniture*

Quality design of the workspace leads to a less stressful and productive environment. Employers must take account of their employees' physical working environment. Employees must feel comfortable and calm to perform their best work in their physical working conditions. An overwhelming majority of employees are looking to provide healthy work areas for their current employers, including wellness facilities, company fitness benefits, stands, healthy lunch options and ergonomic sitting options.

Interestingly, when demanding office advantages such as stand desks, younger employees are less likely to be turned away than staff of established firms. Tech workers have said that they stay longer in a company that offers healthier employment benefits, with options ranging from wellness areas, fitness benefits for businesses, sit-doors, healthy lunches and ergonomic seating.

Office design is such a valuable investment for businesses; even an international organisation is setting up the requirements to create productive and convenient indoor environments. The office must be a comforting place. Using proper

ergonomics can reduce tiredness of muscles, increase productivity, and reduce the seriousness of Musculoskeletal Disorders (MSDs), which are the leading causes of lost working hours.

2.5.3 *Psychosocial Factors – Relationship*

In recent decades, an active study has been conducted on the connection between psychosocial factors and the health of employees. The elderly population meant that employees had to remain in the labour market for as long as they could and stressed the importance of occupational health for maintaining their ability to work and extending their careers. The world economy and increased demands in workplaces have, however, changed the psychosocial features of work that contribute to staff well-being.

Good social relations at work are important health resources, but these factors can also affect employees if problematic. Strain is susceptible to physical, mental, social, and functional problems. Long-term or intensive stress can harm your health. The deterioration in health not only causes human suffering, but also high social costs. There is considerable evidence that social support is beneficial to health and that the absence of social support leads to health.

Better psycho-social conditions in employment are connected with workers with a lower probability of mental disorders like depression or anxiety, but also a greater probability of mental health prosperity. Given that workplace interventions should be designed to both prevent mental disabilities and improve mental well-being, psychosocial workplace focusing can offer both a chance at the same time.

However, the exact nature of the combination of social support with major psychological and work disorders remains scarce. Team climate also covers aspects of workplace social support. In a much lesser extent than social support, the team climate was studied. This study was conducted to assess the value of social support in the

work of people with mental health and work disabilities and also to examine these links in the context of the working team climate.

2.5.4 *Environmental Factors – Organisation Culture*

If an organisation has a culture that is psychologically secure, the welfare of its employees, satisfaction and organisation. Conversely, even large programmes or policies designed to support workers can be undermined if the culture is negative. If an organisation has a culture of fear and an ongoing chaotic urgency, it can create a common environment of burnout and poor morale. These assumptions constitute a mix of values, beliefs, meanings and expectations common to the group and which they use as behavioral and problem-solving indicators. The critical task is to assist all leaders in determining which of these assumptions improve their psychological health and safety.

Schein's (2004) research has shown that organisational culture refers to the fundamental assumptions a group invented or discovered in learning to face its problems of external adaptation and internal integration, and it worked so well that it was valid and thus taught to new members as the right way to perceive, think and feel in relation to themselves. Some researchers, however, also have found that organisation's culture has a positive impact on the loyalty of employees and on the commitment of organisations (Bono & Judge 2003; Dumdum et al. 2002; Walumbwa & Lawler 2003).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

For this research, a quantitative study was carried out using questionnaires as data collection from manufacturing workers in Selangor, Malaysia. The research employed the correlation between stress and mental health to determine the relationship. In the meantime, regression analysis is used to detect which stress has to do with mental health.

3.2 Data Collection Method

A quantitative approach has been used for the purposes of this study. Quantitative research involves measuring concepts with scales which provide numerical data directly or indirectly. This study included a descriptive survey design. A survey is used to collect information that is too difficult to directly observe in order to describe a large population. This study collected the information and sent them to potential respondents via the Whats-app group and e-mail via self-administered questions.

The survey was distributed to participants via Whats-app group and emails because of the wide range of geographical areas. In this study, there are several reasons to select the self-administered questionnaire survey. Thus in this study it was appropriate to apply the questionnaire survey. It was cheaper and more convenient to use an electronic form of questionnaire by electronic distribution. In addition, it is also simpler for potential respondents to fill in an electronic questionnaire form, as they receive the correct guidance for answering every question in the questionnaire. Furthermore, after completing the questionnaire, they can submit their answers directly.

3.3 Operationalisation and Measurement

3.3.1 Independent Variables

- i. Physical Factors: Relations with supervisors & co-workers;
- ii. Psychological Factors: Opportunities on job promotion;
- iii. Psychosocial Factors: Relationship;
- iv. Environmental Factors: Organizational Culture

3.3.2 Mediating Variable

- i. Job Satisfaction

3.3.3 Dependent Variable

- i. Organizational/Management Commitment
- ii. Employees' Loyalty

3.4 Data Analysis Techniques

The data analysis begins according to Larson (2006), when the data are collected, with descriptive analysis measurements. The objective of descriptive analysis shall be to provide for each of the variables frequencies, percentages, mean, middle, mode, variance and standard deviations. Mean is the average of numbers that is a "central" value of a set of numbers calculated. The median is the value in the middle of the samples, according to Thompson (2009). Moreover, mode is the value most frequently reported in the sample data, and the central tendency measurement could be applied to all levels of measurement (Thompson, 2009).

In the meantime, standard deviation is a statistical measure of distribution variability that minimises the effects of the outliers. The values of standard deviation can be derived from fundamental statistical software programmes in this research (Thompson, 2009), for example, the Statistical Social Sciences Package (SPSS). Variance can also be described as a dispersion measurement whereby the square of the standard deviation value can only be derived. Tong

(2013) is the best way to describe the different aspects and characteristics of the collected data set by the actions provided in descriptive analytical analysis. For instance, a frequency analysis was used to analyse the demographic profile of respondents.

3.4.1 Descriptive Analysis Techniques

	Mean	Median	Mode	Standard Deviation	Variance
Independent Variables					
Physical factors					
i) Relationship with supervisors & co-workers					
Psychological factors					
i) Opportunities on job promotion					
Psychosocial Factors					
i) Relationship					
Environmental factors					
i) Organizational culture					
Dependent Variables					
i) Management Commitment					
ii) Employees' Loyalty					

Table 2 - Descriptive Analysis Techniques

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

Two different viewpoints have been taken on the subject of employment and mental health. The first illustrated mental health issues in workers with a history of work. The second was to make jobs available for people who have never had a career or lost it because of extreme mental illness. There is a highly below-estimated level of mental health issues in the total population and the working population. Productivity loss often is important, particularly because absenteeism caused by mental health issues may continue, especially if it is disregarded officially and appropriately as part of the employee's health coverage benefits.

Some cases tend to be linked primarily to stressful working environments with mental wellbeing. In other cases, the disease can occur irrespective of the nature of the working environment. Regardless of aetiology, the problems need to be properly handled. An individual who recovers from mental illness may oppose the pursuit of work-related goals that represent the family's concerns that stress may occur and that could cause a recession. In this sense, the family and other critical people also depend on the mental health providers for knowledge about the recovery and support services in their communities.

4.2 Respondent profile and pattern

A total of 42 people employed in the manufacturing sectors were asked by completing the questionnaires to participate in the survey. Of the 68 questions, the highest among employees aged 41 to 45 is 12, or 28.6 percent.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 25	2	4.8	4.8	4.8
26 - 30	7	16.7	16.7	21.4
31 - 35	8	19.0	19.0	40.5
36 - 40	6	14.3	14.3	54.8
41 - 45	12	28.6	28.6	83.3
46 - 50	2	4.8	4.8	88.1
51 - 55	5	11.9	11.9	100.0
Total	42	100.0	100.0	

Table 3 - Respondent profile and pattern

4.3 Factor analysis and reliability analysis of the instruments

4.3.1 Physical Work Environment

Questions	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	Total
We have well-designed offices and work areas	28	48	17	7	0	42
I can adjust, rearrange or refurbish my workspace flexibly in my furniture.	0	57	12	14	17	42
I got in my office sufficient and comfortable.	21	60	10	7	2	42
My work environment is quiet.	19	45	12	24	0	42
My workspace has many noise distractions.	2	21	17	50	10	42
My place of work is dusty and not properly cleaned.	2	5	7	69	17	42
Sweeper cleans the office without disturbing an employee's job during the working hours.	12	74	7	5	2	42
My workspace is provided with efficient lighting.	38	57	0	5	0	42
Number of windows in my work area complete my fresh air and light need.	19	50	12	17	2	42
Personal protection facilities are lacking for work	2	24	26	40	7	42
The cleanliness level here is good	21	69	7	2	0	42
The furniture is inappropriate and inconvenient	5	12	7	64	12	42

My workplace is adequately equipped for my typical needs (standard, storage, movements, etc.).	17	55	12	14	2	42
I am satisfied with the amount of storage space and the materials displayed.	14	57	12	14	2	42
Safety measures in the event of fire emergencies are insufficient	7	31	21	36	5	42
The working hours here is too long	5	19	12	55	10	42
There is always overcrowding at my workplace	2	7	12	69	10	42
My office is sufficiently open to see my colleagues work.	17	60	17	7	0	42

Table 4 - Factor analysis and reliability analysis - Physical Work Environment

4.3.2 Psychological Work Environmental

Questions	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	Total
What I'm doing here is in line with my job (role congruity)	12	4	7	5	2	42
The Level of salary here is good	5	45	26	19	5	42
My performance matches with my pay	5	43	24	26	2	42
I feel comfortable, safe and healthy here	14	67	14	5	0	42
There is excessive noise here	2	14	14	60	10	42
We shall concentrate on tasks without criticising our workers or supervisors	12	50	26	10	2	42

Table 5 - Factor analysis and reliability analysis - Psychological Work Environmental

4.3.3 Psychosocial Work Environment

Questions	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	Total
My job tends to directly affect my health.	5	31	14	45	5	42
I'm doing a lot of work under tension.	5	29	31	33	2	42

As a consequence of my job, I felt fidgety or nervous.	5	24	31	38	2	42
Probably my health would improve if I had a different job.	7	19	52	17	5	42
Problems associated with my job have kept me awake at night.	2	29	17	36	17	42
I have felt nervous before attending meetings in the company.	0	29	21	43	7	42
Often I take home my work, in the sense that when I do other things I think it does.	10	29	14	36	12	42
I always receive the support of my supervisors	14	64	19	2	0	42
We have coaching or training to improve our performance on the job	19	45	24	10	2	42
My colleagues have a very good and friendly relationship with me.	21	69	7	2	0	42
My supervisors are well related and friendly with me	24	60	12	5	0	42
There is effective communication in the company	10	60	19	10	2	42
In this respect, staff take part in decisions	5	57	14	19	5	42
My work is so that I can balance family and work.	24	50	19	5	2	42
We have very rigid chains of command	5	40	38	12	5	42
We have excellent team culture in the company	14	57	21	7	0	42
I always get feedback on my performance	4	4	4			2
We are free to apply new skills and ideas that we have	4	5	1	0		2

Table 6 - Factor analysis and reliability analysis Social Work Environment

4.4 Hypothesis testing

The P-value method includes the detection of 'likely' or 'unlikely' by deciding whether a more extreme test statistic in direction of the alternate hypothesis is measurable – given that the zero hypothesis is valid. If the P value is small, say less than (or equal); then this is 'implausible.' And, when the P value is high, say more than it is 'probability.' If that P-value is less, then (or equal to) it is 'probable.' And the null hypothesis will not be discarded if the p-value is higher than that. A logistic regression analyses were performed using the objective variable of work engagement and psychological distress, workplace exercise as explanatory

variable, population, health status, work properties, and health components as covariates, in order to examine the factor which effects mental and sanitary activity in the workplace or in psychological distress.

4.5 Discussion

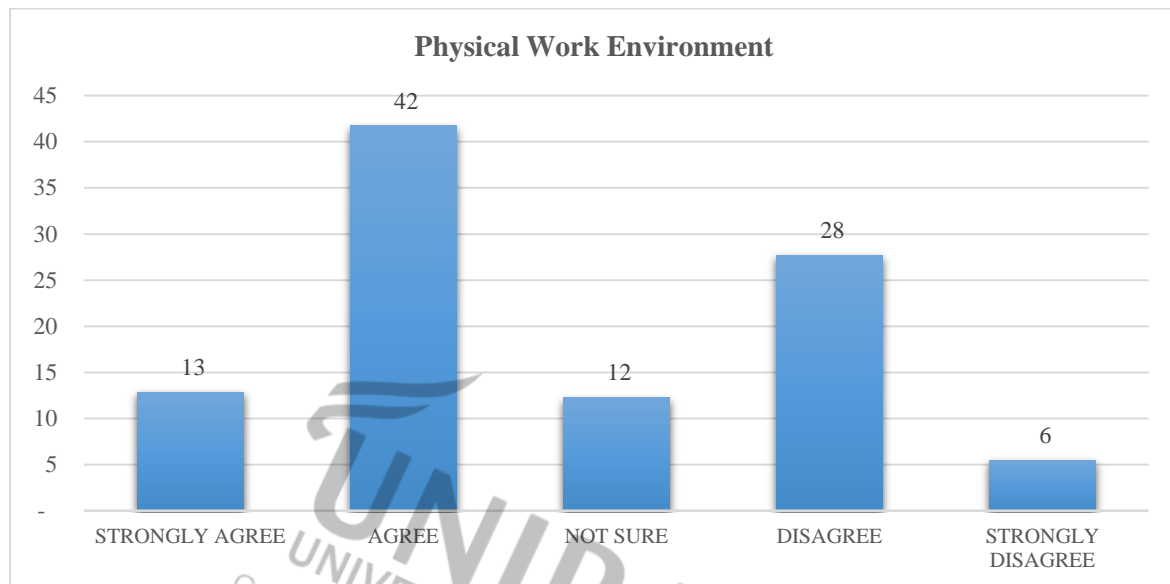


Figure 6 – Physical Work Environment

We can describe from these Figure 6 within agree and disagree, that the participant is more likely to agree to the environment for physical work, which can help them to feel better at work. The cleanliness, the design and the workplace are all factors related to employees' mental and health. As an employee, it is up to you to identify various problems in the work environment. You know best about your daily work and the way you and your career are influenced by it. You may always contact your Manager, who is responsible for the work atmosphere in your job environment or the work environment representative for suggestions for changes or want to address problems. This section describes and explores the evidence of the connexion between the physical environment and the well-being and the mechanisms that underlie this relationship, both directly and indirectly. The relationship between stress and all the characteristics of the physical environment is to be examined and examined beyond the scope of this article. Two common characteristics of the physical working environment will

therefore be studied: noise and windows. The aim is to show that the characteristics of the work environment actually have a significant and measurable impact on the wellbeing and behaviour of the worker by examining these two evidence systems. Research into other physical working environment characteristics, such as interior air quality and lighting, have found conceptually similar findings which connect the physical working environment to the health and behaviour of employees. It is important to note that

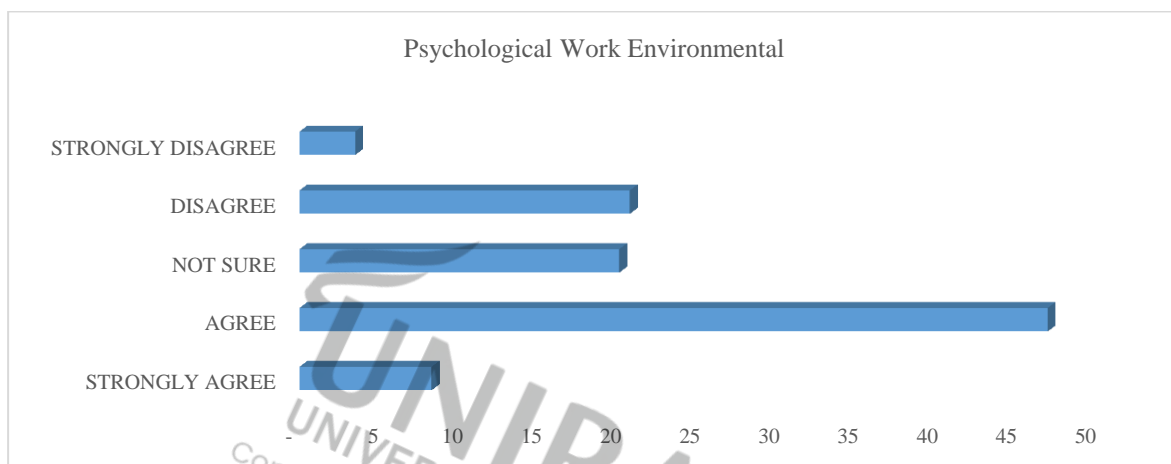


Figure 7 – Psychological Work Environment

From the Figure 7, many aspects of the workplace are likely to impact and complicate psychological well-being. Therefore, it is no surprise that there are numerous different theoretical approaches to developing an understanding of these relations. Here, some of the main approaches and more recent perspectives will be discussed. The discussion will focus on the negative impacts of work on well-being through job satisfaction. How best to understand the relationship between the workplace, the psychological and psychological environment? The answer seems like no one is in the best position.

Stress models have many limitations and sometimes seem only to list work and personal factors which can cause problems and describe the possible problems. They are also possible. Specific models seem to be useful in some situations for some workers. The influences of different contexts on work and well-being relations are also taken into consideration. Such contexts can include individual

qualities and attributes of a worker 's personality and specific working conditions. In other contexts, a theory that helps to understand and intervene for one worker cannot be useful for other people.

The number of studies examining each factor's adverse reactions was small. Reasoned that in a group of workers with mental disorders the risk of over-reporting negative conditions of work can be particularly high. My finding that an increasing risk of stress-related disturbances is exposed at work to psychological risk factors concurs with similar findings for all common psychological disorders, absence of disease in general and depression. This suggests that adverse situations are not only linked to symptoms of distress but also to health outcomes that are clinically relevant.

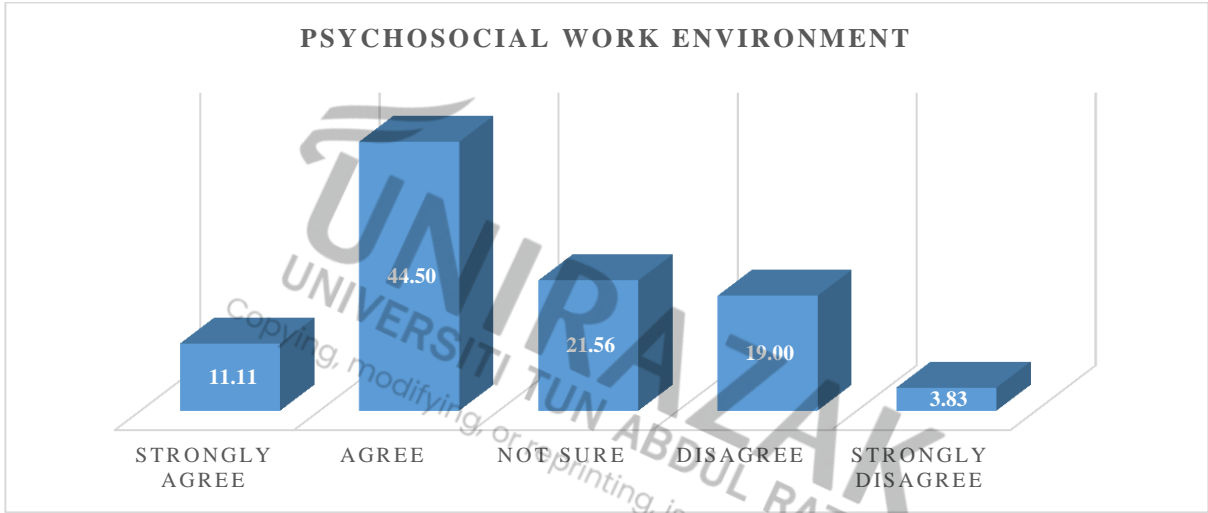


Figure 8 – Psychosocial Work Environment

According to Figure 8, the effect of social support was not different. Supervisory effects and support from colleagues were similar. Different effects for different support types were however identified. Emotional support had a major impact on burnout, but it did not moderate the burnout. Practical help had a moderating effect but not a major burnout effect. The importance of working environments to help successful interventions aimed at alleviating or preventing burnout among employees. Support from colleagues and supervisors significantly helped to explain the variation in the intensity of burnout.

Despite this positive effect, the mental health of the employees can also be threatening by an unpleasant psycho-social working environment. Increased demands on the mental functions of

workers have been placed in trends like increased pace of work, more highly qualified jobs and the increased use of Information technology. Not surprisingly, the working population is widespread with high levels of psychological distress.

Various theories have been developed that anticipate negative effects on workers' mental health when exposed to certain psycho-social risk factors at work. The psychosocial risks outline psychological work demands (workload, work pressure), latitude of decision-making (job control), social support from employees and supervisors. Experienced imbalance between high efforts at work and poor rewards, procedural justice (including input from the parties concerned by decision-making, consistent application, accuracy and ethics) and relativistic justice.



CHAPTER FIVE

CONCLUSIONS

A healthy job can be described as one in which employees and managers actively promote and protect health, security and wellbeing of all employees in the working environment. Organizations can create a good working environment, including:

- a) Sensitivity of the working environments and how they can be adapted for various employees to promote better mental health.
- b) Learning from the motives of the leaders of the organisation and its staff.
- c) Don't reinvent wheels by knowing what other companies that took action have done.
- d) Understanding the chances and needs of individual staff to develop better mental health policies.
- e) Knowledge of support sources and where to find assistance.

Best practises to protect and promote mental health on the work environment include enforcing and implementing health and safety policies and procedures, including identification of distress, harmful use and management of psychoactive substances. Organizational practises that promote the healthy balance between work and life can inform employees that support for involvement of employees is available, transmits the control and participation in decisions. The plans and delivery of career development programmes are recognised and rewarded for employee contributions.

Take the following sentences to evaluate the patterns of mental health.

- Are you all right?
- How are you today feeling?
- How can I be of assistance?
- I am here for you.
- What you're going through, I understand.

5.1 Recap of major finding

The satisfaction of health workers should be the objective of improving the health system. Satisfaction of health workers is linked to the intent to remain, and retention of health workers is necessary in order to deliver good quality health care. The results of this study show the impact of an environmental factor in the workplace on health workers' performance and productivity and show that efforts should be focused on improving the physical environment, social environment and the workplace system. Efforts should focus on the infrastructure and tools needed for healthcare workers to do their job.

This includes enough job help, support for supervisors, adequate ventilation, lights, incentives, reconnaissance and rewards and overall infrastructure. This could promote healthcare workers' satisfaction, increase the benefits of investment, as well as being necessary for providing high quality care to healthcare workers. This is important to take into account in many ongoing pay performance experiments, which are unlikely to enhance satisfaction if weak infrastructure prevents health workers from performing their tasks effectively.

5.2 Implication of the study

Leaders worldwide face ambiguous challenges. A diverse workplace team must be managed and empowered, productivity increased, innovated, success achieved and the needs of various stakeholders met. Leaders must work across cultural differences and collaborate with other professionals who vary not only on their temperament and context, but also on the collaborate they need to do.

The findings support the key assumption of an ongoing engagement of workers to their supervisors' leadership styles. Ironically, the style of leadership involved and the types of supporting leadership both have an impact on successful engagement. Ultimately, the researchers conclude that the correct style for leadership between managers and workers from different national cultures is the supporting leadership.

In many ways, problems with mental health can affect the working environment:

- Negative consequences for team work and cooperation
- The heavier workload for employees
- Co-workers' distraction
- The moral issues
- Reduced errors, accidents and accidents at the workplace
- Illegal activities at work compromising other staff

5.3 Limitation of the study

The study limits those design or methodology characteristics that influenced or influenced the use or interpretation of the study results.

i. *Featured and/or reliable information*

Lack of details or trustworthy data will probably require me to limit the scope of my analyses, so that I find a trend and a good relationship a major obstacle. Some major companies cannot provide their employees with survey links because of their confidentiality policies.

ii. *Denial of Access*

This study is based on having access to people, organisations or documents and the reasons for this need to be explained for whatever reason, whether access is refused or otherwise limited.

iii. *Method of data collection implementation.*

Due to my failure to gain extensive experience with primary data collection, the nature of data collection methods is highly likely to be defective.

iv. Restriction

To examine whether employers with mental health experience are significantly distinct from those without this type of knowledge. It is affected by attitudes, conduct, and concerns about employing people with mental health issues in the workplace. Those with experience with mental health problems employers have significant knowledge and conduct differences (regarding the law). This survey concerns the participation of employees. For successful employee involvement surveys, they depend on confidentiality. The company refused the survey for some reason.

v. Literary access

In most cases, studies begin when I detect and try to address gaps in literature. However, it depends on the level of access to existing literature for their identification or understanding of a breakdown.

5.4 Recommendation for future research

This study helps to understand how specific leadership's behaviours, dependent on dynamic conditions, are affected by cultural forces and reveals leadership qualities. This goes beyond the apparent and reveals subtle yet significant differences between cultures. Regardless of gender, the Malaysian managers show a preference for leadership within the structure for change. This has led us to believe that cultural factors play a key role in deciding types of leadership.

As this was only focused on two cultures and four types of industry, the generalization of this studies will be improved by a similar study focusing on a broader variety of countries and industry. In fact, this study did not concentrate on the outcomes or specific behavioural representations of leadership styles. A significant next step is to examine the degree to which culturally related leadership styles, defined here, are linked to successful leadership and how leaders execute it.

Naturally, some scholars, who contend that leadership styles are common and beyond historically recognized management practice, accounting principles, differences in education and industry-based reasoning, support the other side of the debate. A significant next step is to examine the degree to which culturally related leadership styles, defined here, are linked to successful leadership and how leaders execute it. In comparison, an active style of leadership may adversely affect the affective engagement of employees. Therefore, managers should take a welcoming style of leadership towards workers from various national cultures in order to increase their affective contribution. A type of participation management is more effective if a manager is familiar with the national culture of his employees.

The attribute instrumental leadership has nevertheless been found to have little effect on affective involvement. Supporting management has the most powerful impact on emotional participation and on participant leadership for various national groups. Meanwhile, leadership engagement has a more profound impact than promoting leadership in a specific national cultural community. The positive relationship between physical and mental health factors and work is that of a single psycho-social risk factor, irrespective of the classical level of heart and blood risk factors.

Progress in mental health in the workplace is a daily work. Different efforts help create an environment which is mentally sound. Mental health workplace depends on the entire workplace. The following methods can be employed by each employee:

- Be open minded and careful of the feelings of your fellow workers.
- Participate in the work of stress management.
- Concentrate on building healthy personal contacts.
- Take healthy ways to ease tension, including meditation and yoga.
- Take the time to live away from phones and computers in the present.

I also believe strongly that best practices in the national sense should not be overlooked. The current leadership should be a symbiosis of global perspectives and the region in which geographic or nongeographic areas, such as culture, politics and economy, are

to be described. The research has discussed the likelihood of diverse leadership styles and of developing new habits and competencies as leaders work in different diverse environments. Nevertheless, further work is needed to explore this possibility systematically.



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APPENDICES

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APPENDIX A – QUESTIONNAIRE

Demographic Profile

Factor	% Respondents
Age Group	
20-25	4.8%
26-30	16.7%
31-35	19%
36-40	14.3%
41-45	28.6%
46-50	4.8%
51-55	11.9%
56-60	0
Department	
Administration	19%
Accounts	9.5%
Human Resources	9.5%
Operation / Factory	9.5%
Quality Assurance / Control	4.8%
Engineering	9.5%
Design / Application	0
Purchasing	2.4%
Others	35.7%

		Strongly	Agree	Not Sure	Disagree	Strongly
	1 - Physical Work Environment					
1	We have well-designed offices and work areas					
2	I can adjust, rearrange or refurbish my workspace flexibly in my furniture.					
3	I got in my office sufficient and comfortable.					
4	My work environment is quiet.					
5	My workspace has many noise distractions.					
6	My place of work is dusty and not properly cleaned.					
7	Sweeper cleans the office without disturbing an employee's job during the working hours.					
8	My workspace is provided with efficient lighting.					
9	Number of windows in my work area complete my fresh air and light need.					
10	Personal protection facilities are lacking for work					
11	The cleanliness level here is good					
12	The furniture is inappropriate and inconvenient					
13	My workplace is adequately equipped for my typical needs (standard, storage, movements, etc.).					
14	I am satisfied with the amount of storage space and the materials displayed.					
15	Safety measures in the event of fire emergencies are insufficient					
16	The working hours here is too long					
17	There is always overcrowding at my workplace					
18	My office is sufficiently open to see my colleagues work.					

2. Environmental Psychological Work		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1	What I'm doing here is in line with my job (role congruity)					
2	The Level of salary here is good					
3	My performance matches with my pay					
4	I feel comfortable, safe and healthy here					
5	There is excessive noise here					
6	We shall concentrate on tasks without criticising our workers or supervisors					

4. Social Work Environment		Strongly	Agree	Not Sure	Disagree	Strongly
1	My job tends to directly affect my health.					
2	I'm doing a lot of work under tension.					
3	As a consequence of my job, I felt fidgety or nervous.					
4	Probably my health would improve if I had a different job.					
5	Problems associated with my job have kept me awake at night.					
6	I have felt nervous before attending meetings in the company.					
7	Often I take home my work, in the sense that when I do other things I think it does.					
8	I always receive the support of my supervisors					
9	We have coaching or training to improve our performance on the job					
10	My colleagues have a very good and friendly relationship with me.					
11	My supervisors are well related and friendly with me					
12	There is effective communication in the company					
13	In this respect, staff take part in decisions					
14	My work is so that I can balance family and work.					

15	We have very rigid chains of command					
16	We have excellent team culture in the company					
17	I always get feedback on my performance					
18	We are free to apply new skills and ideas that we have					

	5 - Additional Info	Yes	No
1	During your job, have you experienced any illness?		
2	What kind of health / illness problem do you suffer during your work? a. Headache b. Back pain c. Problem of the nerves d. Problem of the eye side e. Blood pressure f. Carpal tunnel syndrome g. Other h. None of above		
3	If you have a chance again, would you choose the same profession?		
4	You believe that with this profession you can enjoy healthy life?		
5	During the week do you live with your family?		
6	How many hours are your family spending each day?		

APPENDIX B – SPSS DATA OUTPUT

Reliability Analysis

Reliability Analysis – Cronbach Alpha = <0.9 Excellent

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.916	64

Frequencies

Statistics

	Age	Company Name	Company field of business	Position	Department	Company location
N Valid	42	42	42	42	42	42
Missing	0	0	0	0	0	0

Statistics

	Have you experience any sickness during your employment?	What type of sickness/ health problem you suffer during the employment.	Would you choose the same profession if a chance is given again?	Do you think you can enjoy healthy life with this profession?	Do you live with family during the week?
NValid	42	42	42	42	42
Missing	0	0	0	0	0

Frequency Table

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 25	2	4.8	4.8	4.8
26 - 30	7	16.7	16.7	21.4
31 - 35	8	19.0	19.0	40.5
36 - 40	6	14.3	14.3	54.8
41 - 45	12	28.6	28.6	83.3
46 - 50	2	4.8	4.8	88.1
51 - 55	5	11.9	11.9	100.0
Total	42	100.0	100.0	

Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Accounts	4	9.5	9.5	9.5
Administration	8	19.0	19.0	28.6
Engineering	4	9.5	9.5	38.1
Human Resources	4	9.5	9.5	47.6
Operation / Factory	4	9.5	9.5	57.1
Others	15	35.7	35.7	92.9

Purchasing	1	2.4	2.4	95.2
Quality Assurance / Control	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Have you experience any sickness during your employment?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	17	40.5	40.5	40.5
Yes	25	59.5	59.5	100.0
Total	42	100.0	100.0	

What type of sickness/ health problem you suffer during the employment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Back pain	8	19.0	19.0	19.0
Blood pressure	5	11.9	11.9	31.0
Eye side problem	1	2.4	2.4	33.3
Headache	10	23.8	23.8	57.1
None	9	21.4	21.4	78.6
None of the above	9	21.4	21.4	100.0
Total	42	100.0	100.0	

Would you choose the same profession if a chance is given again?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	21.4	21.4	21.4
Yes	33	78.6	78.6	100.0
Total	42	100.0	100.0	

Do you think you can enjoy healthy life with this profession?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	9	21.4	21.4	21.4
	Yes	33	78.6	78.6	100.0
	Total	42	100.0	100.0	

Do you live with family during the week?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1	2.4	2.4	2.4
	Yes	41	97.6	97.6	100.0
	Total	42	100.0	100.0	

How many hours do you spend with your family daily?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 4 hours	19	45.2	45.2	45.2
	5 - 10 hours	23	54.8	54.8	100.0
	Total	42	100.0	100.0	

APPROVAL PAGE

TITLE OF PROJECT PAPER: **MENTAL AND HEALTH ISSUES AT WORKPLACE:
A STUDY AT THE MANUFACTURING COMPANIES
IN SELANGOR, MALAYSIA**

NAME OF AUTHOR **:** **NORAINI BINTI MOHD ZAIN**

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____
Name : _____
Date : _____



ENDORSED BY:

Dean
Graduate School of Business
Date: