**How Relationship in the Workplace Affects Employee Productivity and Mental Health**

Positive engagement among employees not only improves the working environment, but also contributes to higher job satisfaction and productivity. Negative or toxic labor relations may increase tension and feelings of isolation among employees. The effect of both stress and loneliness is to reduce the moral and motivation of workers' mental and physical health. Have you heard “People don’t leave companies, they leave managers”? People want to work for an employer who is supportive and stands behind their work. Managers who refuse to take responsibility or criticize employees when things go wrong can cause a negative environment or workplace. When doing a particular job in an organization, employee productivity is critical. Employees are the most valuable asset in an organization, so treating them equally is important. Employee productivity and morale have been shown to increase with good employer-employee relationships, as well as business performance. Since workers are continually forced to work harder, a stressful or high-pressure work environment seldom leads to financial success. Different reasons can be a start of being mentally unstable that cause absenteeism, low energy, the negative outcome of productivity, profits, and the distraction of issue. The risk factors differ in every workplace but commonly include individuals having a lack of autonomy in their role, poor job clarity, a lack of training/knowledge to do their role, or working in isolation. Therefore, this study aims to assess how relationships in the workplace affect employee productivity and mental health. The argument in this paper is that poor working relationships is the major contributor to employees’ low productivity and major contributor to poor mental health.

Mental illnesses, particularly Common Mental Disorders (CMDs) including anxiety and depression, are among the leading factors of occupational impairment. Despite clear evidence of its social effects, the strain of CMDs is under-recognized in developing nations. Depression is considered to be the second most prevalent condition globally, after ischemic heart disease, accounting for 15% of the overall disease burden (). Mental illnesses are considered to be common in the general population as well as in the workforce, and they severely affect life and role functions. The effects of mental illness include a loss of job performance, that has been stated to result in substantial costs for the employer. Any personality condition and any drug use condition, especially severe depression and alcohol addiction, are linked to poor job performance. Depression has a significant economic effect. Depression is often permanent, and as a result, it can cause long-term impairment. Workplace conditions can both precipitate and exacerbate disability people with mental disorders. There is strong evidence that some types of occupational stress are linked to an increased risk of psychiatric morbidity. It is reasonable to assume that the prevalence of such occupational stress is higher in developing countries. According to , Chopra, globalization has provided a tremendous incentive to keep labor costs down. This has resulted in the abuse of workers who are not financially compensated and are frequently targets of cost-cutting by their employers, causing workers to work in unsafe environments. Since occupational health is not a high government priority in many underdeveloped nations, the proponents of globalization will continue to abuse the disadvantaged employees.

A frustrating or stressful workplace is also not a positive, as workers are expected to work consistently tougher. Hostile working relationships cause greater absenteeism, more presentism, higher turnover, increased injury or mistake risks, and, above all, higher mental and health issues. Most studies indicate links between mental health and absenteeism. An analysis of various researches indicates that depression has an effect on the competitiveness of the employment when evaluating presentism. A number of studies conclude that spending on depression care for workers can be offset by declines in staff absenteeism, injury, and work productivity losses (). As a business major, I am highly interested in this subject as it is important for an individual who is interested in working for a company to be aware of the work climate. In today's culture, mental illness in the workplace is a major issue that needs attention but goes unattended to due low recognition. Because of rapid economic change, occupational sector has evolved over the last decades, contributing to mental problems mostly in psychological disorders, antisocial personality disorder, and mental disorders.

Employee efficiency is one of the most important factors in determining the degree of performance of any company. Productivity in companies is influenced by a variety of factors. Personal efficiency, as well as overall organizational performance, is determined by variables such as staff equity, worker health, chain of direction, and a shared course of operations. Managers play a significant role in employee satisfaction in companies. Company leaders must also meet certain criteria that are vital to the institution's growth. The ability to foster harmony and cooperation in the company, the capabilities to demonstrate that all workers are compensated, the ownership of command power, and the ability to set aside self-preferences for the benefits of everyone in the company are among the main characteristics of good managers. Managers must also be able to collaborate with people of all backgrounds, irrespective of the positions they hold; they must be accountable to all offices and staff; and they must be capable of integrating organizational and individual relationships (). Corporations must recognize the key areas that most impact workers in order to achieve the highest quality of the workforce and strengthen working relationships in their companies.

In today's business setting, establishing a positive atmosphere is becoming increasingly important for organizational development and success. Employee relations climate (ERC) is a critical factor of that scenario because it provides a social atmosphere that represents high engagement and an employee-centered community. As a result, workers feel relaxed and contribute significantly to organizational success. Ali, Lei & Wei, conducted a study to investigate the mediating impact of employee relations environment on the package of strategic human resource management (SHRM) activities and organizational success in the Chinese banking sector. Given the competitive environment in the service sector, it is becoming particularly crucial for the banking sector to realize employee relations environment, how HR activities impact organizational efficiency, and employee relations climate that suitably meet the requirements of the industry. According to the findings of the report, the package of strategic human resource management has a positive and important relationship with organizational success. Furthermore, the environment of employee relations mediates the relationship between proactive human resource management and corporate success.

Bullying in the workplace is one of the most damaging social stressors in organizations. This issue has been linked to a number of measures of poor psychological wellbeing in employees. Despite the fact that workplace bullying is a major indicator of poor mental wellbeing in workers, previous research has been largely silent on the psychological processes involved. While incidence rate of workplace bullying differ greatly, recent research indicates that up to 15% of workers are subjected to workplace bullying (). These statistics are concerning, given that workers who are subjected to such negative workplace behaviors have lower organizational effectiveness engagement, as well as higher exhaustion and detrimental behavior investigates how workplace bullying is linked to poor psychological wellbeing at work by examining a theoretical model of workplace bullying. According to the model, becoming a survivor of workplace bullying decreases psychological wellbeing at work due to an absence of need of fulfillment (Trépanier, Fernet, & Austin,). Being a subject of workplace bullying behavior often generates burnout because it stifles workers' desire for autonomy. While workplace bullying is classified as a behavioral stressor, it not only destroys a person's ability of creating and maintaining positive workplace relationships, but it also disrupts with brain wellbeing by dissatisfying two other basic needs. That is, being exposed to bullying behaviors depletes one of the senses of being successful at work, fosters injustice, and disrupts emotions that one's actions at job are self-chosen and in compliance with one's needs. As a consequence, workers' psychological wellbeing suffers at work. Volition and operating in alignment with one's ideals and beliefs at work are especially critical in avoiding burnout and maintaining a good relation in situations of bullying in the work place.

Employees in a company with a strong positive employee relationship are more committed, effective in their responsibilities, and far less intent to quit for yet another. Furthermore, a company with positive employee engagement fosters a relationship between the employers and the workers that fosters loyalty, collaboration, and a spiritual connection. This research has been claimed to have the ability to improve employees' knowledge and competencies in achieving organizational targets and outcomes Most significantly, employee engagement ensures that the partnership between employees and employers is properly handled within a policy structure. Employee performance has a significant effect on overall performance of a the particular company they are working for. Employee relationship management is the primary technique used by a company to improve employee skills. Employee-employer relationships are critical to organizational efficiency and can result in a better corporate partnership between worker and management. Organizational internal interaction administration includes strong industrial engagement, employee work satisfaction, and corporate engagement.

One of the most critical aspects of any organizational advancement is employee professional development. When appointing individuals to positions of leadership in most organizations, employee professional development is given careful consideration. Many companies value every employee's professional development and most people's success is determined by their degree of competence (). Employee health services are quickly being one of the most important growth factors of most companies. The availability of quality food and the monitoring of nutrition are critical aspects of any growth, which contributes to the development of good health for staff. Workers in good health are more likely to devote their resources to the organization's growth since they worry less about their health and wellbeing. Another interesting part of the study is the offers and opportunities offered by the organizations. In certain cases, the extent at which companies accept their employees determines their level of growth. Discount offers may be given on facilities, products, and services provided by the agency where people work. The offers give the workers and employees the motivation of investing more of their energy in giving their best to the interests of the organization.

**Employee Productivity and Workplace Relations in Japan and Korea**

The problem of unemployment does not only affect the western countries as evident in most research that have been constantly carried out in the past. This research will also focus the research on the Asian continent to assess the level of employee relations in the workplace and how it whether it is on the right trend. Any employee's health is critical to his or her growth. Companies who encourage their workers to take care of their wellbeing see an improvement in productivity. The provision of tokens related to healthcare and financial concerns raises the level of efficiency among employees. Employees' levels of efficiency rise when they are awarded overtime tokens and health-care funds. Companies that guarantee that their workers have sick days, maternity breaks, and the establishment of healthcare services that ensures that workers are taken good care of in corporate organizations. Financial well-being serves as a promotional foundation for employee morale, ensuring that productivity rises.

A research by Tsu chiya investigates the effect of common mental illnesses on sick leave and on-the-job results in a group sample of Japanese employees. The results of the World Mental Health Japan study were examined. Depressive symptoms, particularly major depressive disorder, and substance addiction were found to be strongly related to poor on-the-job results. There were no statistically relevant links between psychiatric illness and absent days. Poor mental health has a significant effect on on-the-job work success in Japan, according to previous research. The reduced productivity was projected to be between 28 and 30 days per year. A similar decline in on-the-job work performance can be achieved for excessive drinking, which again was reported to be higher than in other nations, most likely due to greater acceptance of alcohol reliance at Japanese workplaces.