Student Name

Institutional Affiliation

Tutor

Date

How Relationships in the Workplace Affect Employee Productivity and Mental Health

**Introduction**

Positive engagement among employees improves the working environment and contributes to higher job satisfaction and productivity. Harmful or toxic labor relations may increase tension and feelings of isolation among employees. The effect of both stress and loneliness is to reduce the morale and motivation of workers' mental and physical health. It is currently known that people don't leave companies, they leave managers. People want jobs with 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 (Tran et al.). 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 of the situation are different for the various workplaces but in major companies they comprise employees not having an autonomy in their responsibility, bad clarification of job responsibilities, lack of preparation or work in solitary confinement. 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 are the major contributor to employees' low productivity and a significant contributor to poor mental health.

**Effects of Poor Mental Health on Employees**

Mental illnesses, particularly Common Mental Disorders (CMDs), including anxiety and depression, are among the leading factors of occupational impairment. Despite clear evidence of their 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 percent of the overall disease burden (WHO). 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 disabled people with psychological disorders. Strong indication exists on some types of occupational depression are associated with the high risk of psychiatric morbidity (Arimie, Chukwuyem, and Oronsaye). It is reasonable to assume the manner in which prevalence of these occupational stress is highly active in the developing nations. 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 frequent 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 disadvantaged employees.

A frustrating or stressful workplace is also not healthy, as workers are expected to work consistently making the situation more challenging. 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 research studies indicates that depression has an effect on the competitiveness of employment when evaluating presentism. Spending on depression care for workers can be offset by declines in staff absenteeism, injury, and work productivity losses (Samwel). I am highly interested in this subject as it is crucial for an individual interested in working for a company to be aware of the work climate. In today's culture, mental illness in the workplace is a significant issue that needs attention but goes unattended due to low recognition. Because of rapid economic change, the 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 critical 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, a chain of direction, and a shared course of operations. Managers play a significant role in employee satisfaction in companies. Company leaders must also meet specific 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 their positions; they must be accountable to all offices and staff, and they must be capable of integrating organizational and individual relationships (Colligan and Higgins 89). Corporations must recognize the critical areas that most impact workers in order to achieve the highest quality of the workforce and strengthen working relationships in their companies.

In the current business environment, creating a conducive atmosphere is becoming significant for development and success of companies. Employee relations climate (ERC) is a critical factor of that scenario because it provides a social atmosphere representing high engagement and an employee-centered community. As a result, workers feel relaxed and contribute significantly to organizational success. Ali, Lei and Wei conducted a study to investigate the mediating impact of employee relations environment on the package of efficient human resource administration activities as well as organizational success in the banking industry of the Chinese. With the highly competitive environment in the sector, the situation is becoming particularly crucial for the banking industry to understand the employee interactions environment, the manner in which HR activities impact organizational efficiency and employee working climate that perfectly aligns to the needs of the sector. According to the findings of the report by Ali et al, the package of efficient human resource management has a positive and essential relationship with organizational success. Furthermore, the environment under which employees relate boosts the relationship present in proactive human resource organization and corporate success.

Bullying in the workplace is among the factors that are the most damaging emotional stress inducers in many companies. This issue has been linked to a number of measures of poor psychological well-being in employees. Even though employee bullying is a significant indicator of low mental well-being in workers, previous studies have not indicated any psychological processes involved. Although the occurrence of intimidation at work varies considerably, recent research shows that up to 15 percent of employees suffer from job environment bullying. (Sandome and Sansome). These statistics are concerned with the given circumstance in which workers subjected to such negative workplace behaviors have lower organizational effectiveness engagement and higher exhaustion and detrimental conduct. The study examines how abuse in the job is related to reduced mental health at work by examining a hypothetical setting of harassment effects in the workplaces.

According to the framework, surviving the high levels of bullying at the work area decreases psychological well-being at work due to an absence of need for fulfilment (Trépanier, Fernet and Austin). Being a subject of bullying incidents often generates burnout because it stifles workers' desire for autonomy. While the issue of bullying in the place of work is classified as a behavioral stress inducer, it destroys a person's ability of creating and maintaining positive workplace relationships and also disrupts with brain’s well-being by dissatisfying other critical requirements. This means that being exposed to instances of bullying behaviors depletes one of the sense of being successful at work, fosters injustice, and disrupts emotions that an individual’s actions at job are personally decided upon and in compliance to their needs. As a consequence, workers' psychological well-being suffers at work. Being responsible and carrying out the activities in the same direction as the ideals and beliefs at the place of work are especially critical for avoiding exhaustion and sustaining good relations in the environment of bullying in the work area.

Employees in a company with a strong positive employee relationship are more committed, effective in their responsibilities, and far less inclined to quit for yet another job. Furthermore, a company with positive employee engagement fosters a relationship between the employers and the workers that promotes 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 is highly effective on the general efficiency of 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 (Staw, Sutton and Pelled). Employee health services are quickly being one of the most crucial 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 well-being. Another exciting part of the study is the offers and opportunities offered by the organizations. In some instances, the extent to 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 recommendation of discounts gives the workers and employees the motivation to invest 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 affects Western countries, as evident in most research that have been constantly carried out in the past. This research will also focus research on the Asian continent to assess employee relations in the workplace and how it is on the right trend. Any employee's health is critical to his or her growth. Companies that encourage their workers to take care of their well-being 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 healthcare funds. Companies that guarantee that their workers have sick days, maternity breaks, and the establishment of healthcare services ensure that workers are taken good care of bringing about good relations that guarantee their better mental health. Financial well-being serves as a promotional foundation for employee morale, ensuring that productivity rises.

Research by Tsu Chiya investigates the effect of the major mental problem on sick leave and its results during work sessions in a sample group of employees from Japan. From an examination of the mental health of Japanese workers, depressive symptoms, particularly major depressive disorder and substance addiction, were found to be strongly related to poor work results. The research did not find any statistically relevant links between psychiatric illness and leave days in which they were absent from work. Poor mental health has a significant effect on work success in Japan, according to Tsu Chiya. The reduced productivity was projected to be between 28 and 30 days annually. The same decline in physical work performance can be witnessed in cases of 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. According to the findings, there are a few sociodemographic causes of mental disorders. In comparison to those who had completed higher learning, staff with some college experience had a slightly lower rate of major depression. The number of young adults taking drugs in the country of Japan was higher compare to those in the late adult stage, thus have less chances of depression.

Concerns about occupational mental health issues, especially job stress, seem to have lately been a global issue. The problem of work stress is also one to be worried about in the field of occupational practice and sciences, despite the fact that a lack of publications and relevant policy is linked. It is possible to expect an improvement in the difficulty and competition of working conditions. In Japan, from 2002 to 2007, work-related stress remained high at 65 percent (Purnawatti 84). According to numerous studies, employee mental health treatment is becoming a significant occupational health concern in Japan. Suicides in Japan have surpassed 30 000 in each of the last three years, owing to the country's prolonged economic downturn and organizational restructuring (Purnawatti 85). Other particular reasons for widespread interest in job performance in Japan include a growth in the number of compensation claims for suicidal attempts and other psychiatric problems to the business and other losses due to missed workdays, decreased job performance, and employment benefits.

According to Kuroda and Yamamoto, good contact between managers and employees boosts productivity and reduces absenteeism for companies in Japan. Furthermore, supervisors' poor communication and lack of competency increase the likelihood of leaving. All of these results indicate that managers' management and communication skills, especially their ability to communicate effectively with subordinates, are critical in improving workers' well-being and efficiency. The supervisor's position is vital in reducing the adverse effects of work-related stress. Kuroda and Yamamoto also indicates that managers' leadership and capacity have a direct impact on employees' mental health and efficiency, which has significant consequences for behavior and policies expected at the workplace for Japanese businesses.

A high number of working hours are considered to negatively impact well-being of employees. One of the causes is the bad habits that come with working extra hours, such as heightened alcohol intake and lack of physical activity. Furthermore, workers who work long hours cannot have the time to pursue adequate medical care if they become sick. Working long hours can also lead to various chronic illnesses, which in the long run leads to an increase in mortality. In the case of Korea, employees who worked long hours had negative impacts on their mental health in conjunction to the impact they have on physical health (Park et al. 1). Stress, depression, and suicidal ideation are all symptoms of a negative impact on mental health. There are critical problems not just for individuals but also for society as a whole. Depression can affect persons who are constantly subjected to stress, contributing to the emergence of illness and lower living standard. It can ultimately lead to suicidal ideation. Excessive workload causes exhaustion in employees, which has a negative impact on their theoretical constructs of health. Furthermore, depression and anxiety are more prevalent in the community that works long hours. According to the study conducted by Park et al., there is a dose-response association between distress and working hours, with workers who work longer hours reporting feeling more depressed.

Depression is an important factor in one's working lifetime. A study conducted in Korea found that high work demand, poor employment management, insufficient social support, job dissatisfaction, lack of recognition, and discontent in the occupational environment were all predictors of depression (Cho et al.). According to the authors, occupational injustice involves problems created by irrationality or inequality of managerial regulation, operating processes, or the corporation's governance mechanism, while discomfort in the job industry refers to the disparity or disruption caused by sub-cultures typically found in the business's informal field (Cho et al.). Unsatisfactory social support is described as a lack of emotional and informative support in the workplace, and it includes the level of inappropriate social support from supervisors and coworkers, as well as a lack of personal support from family members and friends (Cho et al.).

It is difficult to reconcile work and life, and little emphasis has been devoted to South Koreans' employment balance as well as social and psychological well-being. Workplace abuse has evolved into a significant social issue. In Korea, the specific aspects of the service industry in promoting an organizational culture of aggression have been identified as a social problem. This trait has expressed itself in a corporate sense as the concentration of power and standardization. Organizational employees place a high emphasis on seniority, blindly follow instructions from superiors, and seldom question their representatives. Workplace abuse is prevalent in major countries while also being a highly important concern in the recent past in South Korea. The overwhelming number of Korean workers, which is at 87 percent, have been subjected to different forms of harassment for the past six months (Yoo and Lee). Workers with long hours of work and unregular workers who may have unhappiness are often more likely to be victimized at work. The mental and physical quality of life of workers can be damaged by bullying in the office. The high level of job-related harassment in Korea and the high degree of work -and- family conflict are connected to lower standard of living and the wellbeing of employees. Work-related bullying. According to a study conducted by Yoo and Lee, there was a significant percentage of Korean employees and family disputes who had been exposed to further harassment in their jobs. The study also found that higher levels of work-to-family conflict were correlated with reduced levels in the quality of life and employee health. Korean workers spend several long hours working and in a bureaucratic society, which are termed as the significant risk factors for work-to-family discord and diminished quality of life. Given that happy workers are more efficient, Korean employers must make more extraordinary efforts to minimize work-to-family tension and increase their staff's well-being.

The organization of society also matters in determining and analyzing the manner in which it affects the workplace and employee relations. The Japanese, Koreans and Asians are mainly organized through a hierarchical and collective society. This gives room for the avoidance of confrontation, giving priority to the individual's needs. The Western sides of the word are mainly based on the individualistic and non-hierarchical nature of the organization in the society. These two organizations bring about a different perspective in workplace relations, which affects the outcome for employee well-being in the long run. In the Asian community, the organization has seen an improvement in how they view employees in the workplaces. The problem is that the seniors are at no point recognizing the juniors or giving them the respect they deserve, thus they deserve thus being a significant contributor to the issue at hand of poor employee relations. The western style of society, on the other hand, has an improved level of organization among the people, but there is some more sense of respect and interaction at a personal level; thus, there is a reduction of the levels of the employee poor mental health in depression, workplace bullying and psychological torture (Brunetto et al.).

In as much as poor employee relationships is the primary cause of employee mental health, some people have a different opinion on the issue. The group thinks that the employees are to blame themselves for being the primary reason of mental health. It is their sole responsibility to speak up to their nearest confidants or to psychiatrists to help them in solving the issue. The employees also have a chance of reporting the abusive managers to higher authority for action to be taken against them for a better working environment. However, this argument, in my opinion, is quite ambiguous as an employee's mental well-being is an important aspect that depends on their ultimate quality of life. The issue should not be left unto them to sort it out alone; instead, they should be able to get help from external sources through the development of policies.

**Improvement of Employee Productivity and Relationships**

Various factors must be introduced to achieve efficiency and even boost working relationship level; a standard connection among employers and employees must be established. The progress of good understanding is dictated by the appropriate organizational and managerial environment, including in the company the extension programmes and the creation of substantive standards and procedures. In order for any company to grow and increase personal efficiency, the establishment of an effective communication system is necessary. Any manager in any company should have the democratic rights of its employees as the priority. The company must also set preferences for all workers, a purpose and a strategy. The personal lives and problems of the workers in the companies should at all times be eliminated.

The productivity of employees is highly technology based. Employees should be encouraged to develop the necessary expertise and technical skills. Any employee's economic performance depends significantly on the list of priorities of the company. In order to enhance professional growth, mental health, sense of protection, institutional association and self-esteem updating, and the self-realization process are important considerations to take into account. The phase of work update, preparation as well as growth cycles ought to be accompanied by professionalism. In order to make workers more and more productive, organizational success must also be taken into account during the development of professionalism. The effectiveness of a company can be achieved by different means. Institutions may use the sense of competence of employees to indicate that performance levels are increased. Staff training is a crucial part of every organization about everything that needs to be achieved.

Health and financial advantages for employees are one of the current century's most critical things. One of the essential methods by which workers' productivity can be improved is to include financial incentives ranging from a decent salary for the job carried out, prompt payments, social security payments and finally to create the norm, whereby all workers believe they have a fair reward for the products they offer. Workers ought to be allowed to visit health services, and a mechanism must be created where the health funds would be allocated to the ill, which will enable workers to perform harder and make different output. The working relationship can be improved in different ways, including safety assurance at work, healthy competitiveness with financial incentives, performance-based rewards and simplicity between all leading operators in the company.

Every staff's health is critical to their growth. Businesses that encourage their workers to take care of their well-being see an improvement in productivity. The availability of healthcare-related benefits, as well as economic benefits, raise the level of productivity among employees. Employees' levels of efficiency rise when they are given overtime tokens and healthcare funds. Companies that allow their workers to have sick days, maternity breaks, and the establishment of healthcare services guarantee that workers are appropriately attended to in all organizations. Financial well-being serves as a motivational foundation for staff motivation, ensuring that organizational productivity rises.

**The Future for the Situation**

Organizations ought to make it a priority that the productivity of employees is guaranteed by encouraging good working ties. Businesses need to ensure that they promote vital factors that encourage efficiency and relations with employees. Professional growth, business discount schemes, health and personal benefits, well-being in the office, and appropriate diets are the key aspects. The use of solid management skills will improve productivity and working relationships. In the corporate selection systems, formality should be provided. The management system should provide a framework that eliminates obstacles in communication.

Companies should also cultivate a culture that maintains that different factors that lead to improved workers' performance and good ties with the working environment are promoted. Creativity and risk-taking skill, the ability to focus on information, communication and professional guidance on emerging technologies, and the ability to be proactive and consistent in all company operations can encourage corporate culture. Companies can also foster and provide them with a connection to those characteristics that bind workers together.

**Conclusion**

Research has shown that efficiency and the relationships between employees can be increased by observing different factors. The introduction of welfare services to improve workers in specific situations means that the worker's efficiency is promoted. The paper has shown that: professional growth, discount schemes for companies, health and financial gain, well-being workplaces and good diet play an important role in increasing the productivity of employees and promoting jobs. Organizations must make sure that all different aspects that support employee characteristics and quality of output are applied. Performance management guarantees the creative growth of the workers and the improvement of the productivity of the business. Education, professional progress, and organizational guidance systems will enhance personal and professional development. In order to inspire the employees to be more productive thanks to the paid privileges of the business, diet quality factors have an essential role in ensuring health and well-being for their workforce, as well as legal and social advantages.

**Acknowledgements**

I am grateful to all those with whom I have had the ability and pleasure to work with during the development of this research. Each of the members of my Dissertation Committee has given me personal and professional guidance and given me enough knowledge on both scientific research and life in general. I would also most likely to thank my department professor. As my teacher and mentor, he has taught me more than I could have ever given credit him for. He has been able to show me what it feels like to be a good researcher. Finally, I would like to thank my course mate for the support they have given me in this research by going through the paper and offering suggestions.

Works Cited

Ali, Muhammad, Shen Lei, and Xiao-Yong Wei. "The mediating role of the employee relations climate in the relationship between strategic HRM and organizational performance in Chinese banks." Journal of Innovation & Knowledge 3.3 (2018): 115-122.

Arimie, Joel Chukwuyem, and Andrew O. Oronsaye. "Assessing Employee Relations and Organizational Performance: A Literature Review." doi: 10.51137/ijarbm.2020.1.1.1

Brunetto, Yvonne, et al. "The impact of workplace relationships on engagement, well‐being, commitment and turnover for nurses in Australia and the USA." Journal of advanced nursing 69.12 (2013): 2786-2799.

Cho, Jung & Kim, Ji and Chang, Sei & Fiedler, Nancy & Koh, Sang & Crabtree, Benjamin & Kang, Dong Mug & Kim, Yong & Choi, Young. (2008). Occupational stress and depression in Korean employees. International archives of occupational and environmental health. 82. 47-57. 10.1007/s00420-008-0306-4.

Chopra, Prem. "Mental health and the workplace: issues for developing countries." International Journal of Mental Health Systems 3.1 (2009): 1-9.

Colligan, Thomas w., and Eleen M. Higgins. Workplace Stress. Journal of Workplace Behavioral Health, 21(2), 2017. 89-97. doi: 10.1300/j490v21n02\_07

Depression. Who.Int, 2020, https://www.who.int/news-room/fact-sheets/detail/depression? Accessed 12 May 2021.

Duah, Prempeh and Brandford Ahwoi Danso. Employee relations and their effect on organizational performance. International Journal of Multidisciplinary Research and Development, 4(10), 27-32.

Jones, Melanie K., Paul L. Latreille, and Peter J. Sloane. "Job anxiety, work‐related psychological illness and workplace performance." British Journal of Industrial Relations 54.4 (2016): 742-767.

Kuroda, Sachiko, and Isamu Yamamoto. "Good boss, bad boss, workers’ mental health and productivity: Evidence from Japan." Japan and the World Economy 48 (2018): 106-118. https://doi.org/10.1016/j.japwor.2018.08.002

Park, Sungjin et al. "The Negative Impact Of Long Working Hours On Mental Health In Young Korean Workers". PLOS ONE, vol 15, no. 8, 2020, p. e0236931. Public Library Of Science (Plos), doi:10.1371/journal.pone.0236931. Accessed 11 May 2021.

Purnawati, S. (2013). CURRENT ISSUES ON JOB STRESS IN JAPAN AND WORKSITE MENTAL HEALTH APPLICATION AMONG JAPANESE COMPANY A Case Study Analysis. Bali Medical Journal. 2. 10.15562/bmj.v2i2.47.

Samwel, Janes O. "Effect of employee relations on employee performance and organizational performance-study of small organizations in tanzania." Global journal of management and Business Research (2018).

Sansone, Randy A., and Lori A. Sansone. "Workplace bullying: a tale of adverse consequences." Innovations in clinical neuroscience 12.1-2 (2015): 32.

Staw, Barry M., Robert I. Sutton, and Lisa H. Pelled. "Employee positive emotion and favorable outcomes at the workplace." Organization Science 5.1 (1994): 51-71.

Tran, Khoa T., et al. "The impacts of the high-quality workplace relationships on job performance: a perspective on staff nurses in Vietnam." Behavioral sciences 8.12 (2018): 109.

Trépanier, Sarah-Geneviève, Claude Fernet, and Stéphanie Austin. "Workplace bullying and psychological health at work: The mediating role of satisfaction of needs for autonomy, competence and relatedness." Work & Stress 27.2 (2013): 123-140.

Tsuchiya, Masao & Kawakami, Norito & Ono, Yutaka & Nakane, Yoshibumi & Nakamura, Yosikazu & Fukao, Akira & Tachimori, Hisateru & Iwata, Noboru & Uda, Hidenori & Nakane, Hideyuki & Watanabe, Makoto & Oorui, Masashi & Naganuma, Yoichi & Furukawa, Toshiaki & Kobayashi, Masayo & Ahiko, Tadayuki & Takeshima, Tadashi & Kikkawa, Takehiko. (2012). Impact of mental disorders on work performance in a community sample of workers in Japan: The World Mental Health Japan Survey 2002-2005. Psychiatry research. 198. 140-5. 10.1016/j.psychres.2011.10.014.

Yoo, Gyesook, and Soomi Lee. "It doesn’t end there: workplace bullying, work-to-family conflict, and employee well-being in Korea." International journal of environmental research and public health 15.7 (2018): 1548. doi: 10.3390/ijerph15071548