How Much is Understood the Importance of Mental Health at Work?

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Abstract

Mental health is considered a priority today all over the world; in terms of treatment and especially prevention. Studies also show that, year after year, mental health problems are becoming the cause of problems at work, absenteeism, disability, which, in addition to mental health, also affect productivity at work. For the realization of this study, a qualitative approach has been considered, in order to better understand such a problem, which has not been addressed often in our country. 6 focus groups were conducted: three in the private sector and three in the public sector. Each of them had 8-11 participants. The composition, in terms of sociodemographic variables, was diverse. The study showed that, in institutions, leaders and managers do not yet have the proper awareness to take care of the mental health of employees. Employees state that they cannot complain if they have such problems, that they cannot be absent from work for this reason and that, in general, elements such as relations between employees, etc., are not taken into consideration. No significant difference was observed in the comparison between the private and public sectors. This study brings attention to the need to focus on mental health at work, so that policy makers, managers and employees themselves appreciate its importance. A number of aspects are recommended to be taken into consideration, including division of labor based on skills and opportunities, fostering effective cooperation between employees, working conditions, etc.

Keywords: *mental health at work, disability at work, productivity at work*

1. Literature Review

Researchers have found that individuals often identify work as providing several important aspects including a sense of purpose, acceptance within society and opportunities for development and that it can therefore play a key role in the recovery of a person with mental health problems. But on the other hand, the presence of a stressful work environment can influence the promotion of mental health problems.

Most mental health problems seen in the workplace are treatable and in many cases preventable. Employers and workplaces can play an active and important role in maintaining the health and well-being of their employees as well as assisting in recovery from mental health problems.

Poor mental health and stress can negatively affect the employee in aspects such as:

- Work performance and productivity.
- Commitment to work.

- Communication with colleagues.
- Physical ability and daily functioning.
- The workplace is an optimal environment for creating a culture of health because:
- Communication structures are already in place.
- Programs and policies come from a central team.
- Social support networks are available.
- Employers can provide incentives to reinforce healthy behaviors.
- Employers can use data to track progress and measure effects.

The authors of such studies advise employees and employers to think of mental health care as an investment—one worth the time and cost.

Studies have found that when depression is adequately treated, companies reduce work-related accidents, sick days and employee turnover, as well as improve the number of hours worked and employee productivity.

But studies also suggest that treatment for depression is not a quick fix. Although adequate treatment relieves symptoms and improves productivity, one study found that for a short time, employees may need to take time off to attend clinical appointments or reduce their hours in order to improve. There are four main types of stress:

Eustress. Eustress is a positive stress that arises when motivation and inspiration are needed. Eustress is a short-term type of stress that gives immediate strength. Eustress arises at the points of increased physical activity, enthusiasm and creativity.

Distress (Anxiety). Anxiety is a negative stress creating a feeling of restlessness and unfamiliarity. There are two types of concern. Acute stress is intense stress that comes and goes quickly. Chronic stress is prolonged stress that exists for weeks, months, or even years. An employee who experiences movement or changes in the workplace may experience anxiety.

Hyperstress. Hyperstress occurs when an individual is pushed beyond what he or she can handle. An employee may experience hyperstress from being overworked. When someone is in this state, even the smallest thing can cause a strong emotional reaction.

Hypostress. Hypostress is the opposite of hyperstress. Hypostress occurs when an individual is bored or irrepressible. People who experience hypostress are often anxious. A factory worker who performs repetitive tasks may experience hypostress.

2. Types of Stress Behavior

TYPE A. Type A people tend to be competitive, aggressive, impatient and hot-tempered individuals who are constantly under stress. People of this type are impatient with others who do not follow a rhythm with them. They are the types who only want to compete by racing against time itself. The type A person seeks at all costs to successfully achieve their goals, but often fail due to their lack of impatience. A-types are more capable and effective than B-types in a distracting atmosphere. They are more than capable of handling the job at hand as well as concentration bullies.

TYPE B...Type B people react calmly to the demands of the environment and therefore do not experience constant stress like behavior type A. They are not aggressive, they are not competitive, they are not characterized as urgent types. They are flexible and know how to solve situations calmly and patiently. ABOUT

Stress at work is of great importance in the general behavior of man, since man spends half of his daily time at work. On the other hand, it is difficult to separate private life from work life, as they have great effects. Stress has been called the "invisible disease". It is a disease that can affect the individual, the organization and the people within it, therefore it should not and cannot be ignored.

A good management and work of the organization is the best form of prevention of mental health problems in the workplace. If employees are stressed, the manager must be informed and know how to help them. Stress at work occurs when individuals face demands at work, pressures that are not related to their knowledge and skills, which are a challenge for them. Stress occurs for various work factors, but often a tense situation is created where employees feel that they have little support from supervisors and colleagues, when they have little control over work, or they do not know how to cope with the demands and pressure in justification for bad management practices.

3. The Main Concepts of Employee Motivation Are

Linear motivation - The person motivated by the linear concept thinks that success comes from climbing the career ladder

in the company. Although very popular as a concept, it seems a difficult road to bring about continued success. Moving up the organizational pyramid provides little opportunity for further advancement.

Expertise- Success for a person motivated by the concept of expert is known as the best concept. He is the best craftsman, the surgeon who is known in his country for an innovative method or the financier with the best knowledge. Those who have the concept of an expert were told during childhood to "grow up and become great at something".

Spiral Motivation- Career success is the ability to move from one position to another with more responsibility, usually every 5 or 10 years. Expanding responsibilities is the essential factor. The parents of a person who has this concept may have taught them to be "Well Formed". New positions are a natural extension of previous work. One such example could be the engineer who moves to project management, then to budget preparation and finally to financial functions of the company. Spirals take a large amount of information, knowledge and experience. Many spiral people at a certain stage of their career have a great desire to share their knowledge with others. This desire pushes some of them to leave the big companies and continue working as consultants or teachers.

Mobile - The success of "mobile" is the ability to change jobs often. The move is more frequent than spirals, perhaps every two or three years, and successful jobs are not tied to previous professional experiences. The "mobile" can move from a position as a sales manager to a draftsman. These are people with extreme economic backgrounds who do not value security very much.

Usually these people have grown up in a household with a high economic income and assume that money will always be there or they have grown up in a poor economic environment and know that they can live on little money. "Mobile" can play an important role in companies that are expanding geographically or into new markets. These people excel at startups and appreciate work that involves many people. Each of the career concepts have a set of motives, reasons that make people happy at work and give them energy. Linears are motivated by power and achievement. Experts require expertise and certainty. Spirals value growth and creativity**.**

Mobiles are passionate about variation and independence. Many people have a certain concept of career success that they have built into their belief system, but they have other strong motivations related to other concepts as well. Such a misunderstanding between concept and motivations can lead to despair, lack of motivation and restlessness.

If an employee has some motives that do not fit with his concept of a successful career, he can change the concept of success more easily than the motivations to achieve unification and end this dysfunction between feelings and behavior.

4.   Satisfaction at Work

Job satisfaction is a pleasant feeling of the employee. The definition of job satisfaction includes three main components:

- Values
- The importance of values
- Perception of values

Job satisfaction is a function of the values that a person consciously or unconsciously wants to get from work. Values are not the same as needs in the sense that needs are thought of as "Objective Demands" of the body that are essential to sustaining life, such as the need for oxygen and water.

Values, on the other hand, are "subjective demands" that exist in the mind of the person. The second component of job satisfaction is the importance of these values. People differ not only in the values they hold, but also in the weights they give to these values.

Increased stress and aggravation have been linked to the inverse relationship of demands, tasks and the capacity of employees to perform the task (Wickens & Hollands, 2000).

 Critical differences affect their level of job satisfaction. The final component of our definition of job satisfaction is perception. Contentment reflects our perception of the current situation and our values.

Some businesses allow staff to choose their own benefits, i.e. staff can choose between vacation or a company car, or health insurance and gym membership. Promotion and training opportunities are not exactly incentives so much as ways of meeting business needs. Negative incentives, i.e. the threat of dismissal, may work in the short term, but can reduce morale and loyalty. Incentives can be used to reward goals which can be qualitative, quantitative or both.

Rewards are generally a good method to motivate employees. Rewards can encourage staff engagement with the business. There is a wide range of rewards, including:

Professional pensions;

Vacation longer than the minimum vacation defined by law;

Gifts, i.e. on birthdays or at the end of the year;

Health benefits, i.e. health insurance/assessments;

Benefits balance (family-social and work-life i.e. flexible working hours subsidized staff buffet, tea/coffee making facilities and amenities/services i.e. holidays, cinema tickets, access to gyms for exercise or sports buildings);

Lending (ie season tickets, social events, Christmas, excursion or club memberships);

Additional training (ie that goes beyond the skills required for the job).

The main points to consider regarding rewards are:

The workers must feel that they really deserved it;

They should not cost employers more than they would cost employees;

They must be more valuable to the employee than the payment of any tax that will be paid to him.

The rewards chosen should be relevant to both the employer and the staff. Care should be taken when offering or changing any of the rewards offered.

Payment benefits, i.e. financial ones, are not the only motivation for performance the staff. Other important motivations include job security, good working conditions and adequate training.

Steps for setting up the rewards scheme

Important aspects to consider include: should the incentive be financial or non-financial? Also think about the connection of the proposed incentives with other benefits of the payment and what effects such a scheme could have on the administration.

Human resources management in public administration

Human resource management in public administration is about human resource management as it is specifically applied to the field of public administration. It is considered to be a structure that ensures impartial treatment, ethical standards, and promotes a value-based system.

It is widely accepted that the management of Human Resources plays an essential role in the development and in particular, in the implementation of important activities of the organization.

A good operation requires good people.

The modern concept of the human resources function covers the evaluation of the strategic needs of human resources, the identification of the competences obtained in order to realize the strategies and the organizational vision, the management of recruitment, the integration of employees, of the cadres, training, promotions as well as the evaluation of the performance and its management.

Training. The training process itself also contains positive side effects. The main thing is the benefit of the employees from what they have learned. In the same way, a feeling is created in the employee that someone cares to teach them how the work should be done. He understands that the institution appreciates his work and will further invest in him. This always leads to better and more effective work.

Responsibilities and rights. People do not have the same freedom rights in their work that they have as citizens. Employees must be on time, must follow rules and requirements, accept limited freedom of speech. A key issue of the paradox of freedom is that people "give up" some civil rights when they join an organization: To get something (money, opportunity to make a difference), you have to give up something (freedom and time).

Although labor laws give managers great rights in many matters, workers' rights cannot be overridden without fear of legal action. Being legally informed helps managers and staff do the right thing, the right way.

Employment law also describes how officials must act to meet a variety of objectives such as ensuring equal opportunities. Much of the framework for understanding the legal requirements of human resource management in the public sector is based on state constitutions such as the United States.

Effective management involves understanding how the law affects individual and organizational goals. Personal decisions should not be based simply on personal feelings or preferences. Decisions related to work should not only be legal but also fair to the agency and the employees. They thus minimize the organization's legal and personal rights.

Awareness of the legal context of human resource management is critical for agency managers as functions from recruitment through evaluation of the law. It helps them know when to seek help from human resources professionals (who can serve as a neutral party and familiar with how similar issues have been handled) and legal counsel (who help apply laws in specific circumstances: the legal issue is always changing).

Management of disciplinary problems. Managing disciplinary problems may be the least desirable function in the Human Resources management process.

First and foremost is to go back to the concept of communication and make sure all workers know what the rules are and what is expected of them.

Not all offenses are the same. A series of punishments appropriate to the offense should be prescribed. In some cases a small penalty for a first offense can be the most effective and can solve a problem permanently. Continuity of punishment should be a function of the seriousness of the violation and the number of violations. The exact continuum to be used should be at the discretion of each individual municipality but should be well documented in the personnel policy.

Some types of disciplinary measures used may be:

Oral warning

Verbal rebuke

Written warning/reprimand

Suspension from work

Dismissal

Ensure supervisors are well trained to take disciplinary action. This should include the concepts of personnel supervision as well as a thorough understanding of the institution's rules and regulations.

Orientation of the employee, drafting of the employee handbook. In every contract between employer and employee, there are conditional rights and responsibilities on the part of both parties. Ensuring that these rights and responsibilities are clearly understood is very important and minimizes the chances of problems later. The best way to do this is to reduce the number of rights and responsibilities, expectations and rewards and general written information about employment and then distribute it to all employees. The best method to do this is through the Employee Handbook. The event of putting a Mayor on trial for allegedly violating the rights of a worker is in no way beneficial to the municipality. Regardless of whether the complaint is valid or not, officials must do their best to avoid such problems. One of the best ways to avoid such incidents is to issue an Employee Handbook. In addition, the manual serves many other purposes. The actual content of an Employer Handbook varies from community to community, but should at least contain some basic information.

Principles of Human Resource Management. Managers must be aware not only of the changing environment but also of some principles of human resource management. The fundamental priority has been and will continue to be organizational effectiveness.

The rule of law. Personnel systems, processes and rules are often based on legal requirements. The complexity of this environment is a fundamental difference between the public and private sectors, and it affects the way human resources are managed. For example, legal requirements set minimum standards of behavior and specify the missions of the public workforce. The law is important, limiting liability is a legitimate managerial concern, but administrators need to be more than compliance officers. Merely complying with the legal requirement does not ensure

high performance.

Performance. Human resource management requires optimal contributions from an organization by acquiring, developing, motivating personnel. This requires understanding human relationships and what motivates workers. Monetary incentives alone are insufficient motivators. Managers must be aware of the tools that are available and ways to use them to ensure high performance.

5. Methodology

For the realization of this study, a qualitative approach has been considered, in order to better understand such a problem, which has not been addressed often in our country. Janw realized 6 focus groups: three in the private sector and three in the public sector. Each of them had 8-11 participants. The composition, in terms of sociodemographic variables, was diverse.

For the construction of the instrument, several instruments used in different studies were used; at different times and places, in such a way that the instrument was as suitable as possible for the purposes of the study but also for the context in which it would be administered.

Regarding the ethical principles in the study, the obligation to maintain confidentiality was made clear to the participants. Also, the participants were informed that they were free to participate or not participate in the study, or to leave it at any time.

6. Conclusions

The study showed that, in institutions, leaders and managers do not yet have the proper awareness to take care of the mental health of employees. Employees state that they cannot complain if they have such problems, that they cannot be

absent from work for this reason and that, in general, elements such as relations between employees, etc., are not taken into consideration. No significant difference was observed in the comparison between the private and public sectors.

From the processing of the data collected in the study, the following conclusions result,

Mental health problems in the workplace can occur when there is a mismatch between the demands of the work environment and an individual's ability to perform and complete these demands (Henry, O. & Evans, A.J. 2008). For the management of organizations and for human resource leaders, mental health in the workplace is of particular importance. It actually has great importance in the general behavior of man, since man spends half of his daily time at work. On the other hand, it is difficult to separate private life from work life, as they have great effects. Stress has been called the "invisible disease". It is a disease that can affect the individual, the organization and the people within it, therefore it should not and cannot be ignored.

Employees who are stressed are usually unhappy, unmotivated, less productive and less fast at work. Their organizations are unhappy and less successful in the market. Stress can bring pressure at home and at work. Organizations usually cannot protect employees from the stress they experience outside the workplace, but they can protect employees from the stress they experience on the job. Stress at work can be a real problem for the organization as much as for the employee. A good management and organization work is the best form of stress prevention. If employees are stressed, the manager must be informed and know how to help them. Stress at work occurs when individuals face demands at work, pressures that are not related to their knowledge and skills, which are a challenge for them.

Stress occurs for various work factors, but often a tense situation is created where employees feel that they have little support from supervisors and colleagues, when they have little control over work, or they do not know how to cope with demands and pressure at work.

Here there is often a confusion between pressure or challenge and is sometimes used as an excuse for bad management practices. Pressure in the workplace is indisputable due to the demands and changes that occur in the work environment. The pressure is perceived as acceptable by individuals, as it is claimed that it can keep employees alert. However, when this pressure becomes excessive or unmanageable, it leads to stress. Stress can damage employees' mental health and reduce business performance. A healthy work environment is when the employee feels motivated and satisfied in the position he covers. Some factors that damage psychological well-being at work are:

- Work intensity;
- Lack of regenerative factors during work, such as long short breaks work, opportunities to eat or drink coffee;
- The conflicting style of the manager;
- The inappropriate use of disciplinary measures;
- The deepening of hierarchy and authority beyond reasonable limits;
- Uncertainty at work;
- Complicated organizational structure and reporting;
- An inappropriate salary system that does not take into account the real contributions of each employee;
- In the conditions of poor countries and those in transition, stress has an increased presence.

To work means to survive and move forward with will, honesty and fatigue. Often times, the act of working is accompanied by stress, that is, a burdened psychological state. Stress is the main factor of decreasing effectiveness and in terms of work we cannot say that this is an avoidable element from the cause-effect relationship chain in every sector. This stress is present and always dependent on the cause that caused it to be born. Every field of life, every step towards progress requires great perseverance to face and triumph Who? How? Why? And where do the obstacles that burden us emotionally and physically come from? These early and sometimes constant harassments are caused in most cases by the non-objective reasoning of colleagues, subordinates or superiors. Precisely, the reason from which I aspired to treat the stress which is evident in everyday life, is this non-objective reasoning that is created at work without which life would have no meaning and they will always talk about this phenomenon along with life.

Stress is defined as a change in the physical or mental state in response to situations that present a challenge or threat (Krantz et al, 1985; Zimbardo et al, 2003). Work stress can occur when there is a mismatch between the demands of the environment/work and an individual's ability to perform and meet these demands.

Many jobs require employees to adapt to conditions that place unreasonable demands on them. Over time, these demands create stress that can affect the health of employees, as well as their efficiency and satisfaction. For this reason, greater attention should be paid to ways of identifying and preventing stress at work. Even more attention should be paid to identifying and avoiding sources of stress. Stress is any demand on the individual that requires enduring behavior.

7. Recommendations

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in workplaces because they help organizations survive. Motivated employees are more productive. To be effective, managers must understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is perhaps the most complicated. This is because what motivates employees is constantly changing (Bowen & Radhakrishna, 1991).

By taking care of mental health, for example, through an effective incentive and reward system, you can recruit and retain valuable staff, reward performance and productivity, and bring out the best in your employees. Incentives are rewards tied to real goals. Rewards are benefits, mainly in salary increases. Incentives and rewards can be financial or non-financial. Individual, group and team incentives can also be provided.

Performance-related incentives such as bonuses can encourage higher levels of staff performance. Rewards are usually related to the achievement of real goals, either personal, team of the organization, or lobbying of all.

Rewards are benefits given in addition to salary as a sign of increased job satisfaction. Pay is often the main motivator for staff and incentives and rewards should not be seen as a substitute for a good pay scheme.

An effective employee mental health care system can help:

Convincing the staff to connect with the business;

Retention of existing staff;

Increasing staff motivation;

Productivity increase;

Linking individual and business performance

Focusing on achieving goals;

Building teamwork.

Also, an effective system of care for the mental health of employees affects by:

Increased quality of work;

Reward the efforts of the staff;

Added value to the employment contract.

There are a large number of incentive schemes, each with different costs. They include financial and non-financial schemes, individual and group schemes, long-term and short-term schemes.

Financial incentives are useful for improving performance and can be

Schemes related to profit and shares

Bonuese

Percent

The non-financial (and indirect financial) incentives are:

Official recognition/rewards

Acknowledgment

Additional holidays

The gifts

Company cars

The incentive scheme can provide employees with additional pay based on individual or group performance. Incentives can also be offered on a short-term and long-term basis, e.g. based on weekly goals or general business objectives.

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