



Evaluating Workplace Mental Health Support: Investigating the Efficacy of HR-Provided Programs and Resources in Shaping Employee Well-being and Productivity

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ABSTRACT

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This research explores the effectiveness of Human Resources (HR)-provided programs and resources in promoting mental health and enhancing productivity within the workplace. At first, we explore how employees perceive the effectiveness of mental health programs implemented by HR departments. Then the study investigates the correlation between employee participation in workplace mental health programs and their overall well-being. And the research scrutinizes specific aspects of well-being, such as stress reduction or work life balance that may show notable improvement due to programs. This study looks at HR's involvement in creating a culture of support for employees' well-being, particularly their mental health programs. HR promotes holistic wellbeing by fostering an atmosphere where employees feel encouraged to share and manage mental health challenges without fear of stigma through communication, awareness programs, and training's reduction and work-life balance, to identify notable improvements attributed to these programs. Examining workplace mental health support's effectiveness by analyzing a diverse sample of 101 participants across teaching, IT, and banking industries. Informed by demographic data and HR program analysis, the research evaluates the impact on employee well-being and productivity, emphasizing ethical considerations. Well-thought-out programs increase productivity, lower absenteeism, and improve job satisfaction. Thus, it highlights the crucial role of HR in support employee mental health and emphasizes the positive impact of comprehensive well-being programs. Prioritizing employee welfare and cultivating a supportive work environment not only improves individual outcomes but also increase sustainable organizational success, revealing the benefits of strategic investments in employee well-being and productivity.

Keyword: Metal Health, Efficacy of HR, Employee Wellbeing, Employee Productivity

Introduction

Mental Health is an aspect of psychological well-being that makes it possible for individuals to deal with stressful circumstances, discover their strengths, learn, and work properly. Mental health is crucial for our physical and mental well- which enhances our ability what we do, what can we think, and what we feel. One of the most basic human rights is mental health (WHO, 2022).

There has been a rising acknowledgment in recent years of the vital connection between mental well-being and productivity in the workplace. As per the Organization for Economic Cooperation and Development (2013) mental health issues are widespread throughout all working populations worldwide. Roughly 5% of working people in high-income nations are thought to have serious mental health issues, while another 15% are thought to have moderate mental health issues, according to an analysis by the OECD (2013).

One of the most common causes of occupational hindrance is mental disease, namely Common Mental Disorders (CMDs) including anxiety and depression. By 2020, depression is predicted to account for 15% of all diseases and rank second in the globe behind ischemic heart disease. It is estimated that by 2030, mental illness will cost the world economy \$6 trillion. This includes healthcare expenditures, poorer productivity owing to absenteeism and presenteeism (defined as coming to work while sick), and the cost of millions of people being unable to work.

30% of employees agreed that it will help to increase future perspective to create a sustainable environment through mental health support. But why it is necessary for an organization? Not only necessary it seems obvious that the HR department can play. Poor mental health support among employees may grave risks for the workplace for instance decreased productivity, people may quit jobs easily, and a negative impact on the bottom line (HR Exchange, 2023).

If there is an obstacle arising by promoting a new curriculum in the workplace HR department take some initiative workshops on stress management, mindfulness instruction, resilience-building activities, and availability of mental health resources are a few examples of these approaches. HR should engage with managers, experts in mental health, and wellbeing to create programs that are specifically designed to meet the requirements of workers. HR can enable staff members to give their mental health



top priority by making investments in holistic well-being (Corporate Wellness Magazine, 2023).

To create a supportive and positive work environment for all employees, it is crucial to normalize mental health concerns, model healthy behaviors, foster a culture of communication, provide mental health services, and train managers in identifying and addressing mental health issues (Kelly Greenwood N. K., 2020).

Research Purpose and Question:

This thesis aims to critically analyze the efficacy of workplace mental health programs and services offered by Human services (HR) departments, with a particular emphasis on the effects these initiatives have on workers' well-being and output. In a time when mental health is becoming more widely acknowledged as a crucial aspect of total wellness, it is crucial to comprehend the function of HR-driven initiatives in fostering a positive and encouraging work environment.

Research Questions:

1. How do employees perceive the effectiveness of the mental health programs implemented by HR departments in the workplace?
2. How does participation in workplace mental health programs correlate with employees' overall well-being?
3. Are there specific aspects of well-being, such as stress reduction or work-life balance that show notable improvement due to these programs?

Literature Review

Mental health has emerged as the most common topic for extended sick leave and incapacity to work. Depression In the workplace, the most common mental health illnesses that are observed are anxiety and stress-related disorders. Mental health also includes emotional, social, spiritual physical, etc. While these disorders are curable and frequently avoidable, they can also result in extended periods of illness and negatively impair health and productivity in the workplace. (Harvey, S. B. 2018).

Promoting mental health programs in the workplace involves both organizational and individual approaches. I considered a few aspects of workplace mental health programs that HR departments could offer. Those are awareness, concern about emotional and spiritual elements, prioritizing norms and values, providing training or information, offering flexible work arrangements or accommodations, and taking regular updates of employees. Above all are closely related to perceiving the effectiveness of mental health programs. Notably, the effectiveness of mental health programs implemented by HR departments in the workplace can depend on various factors like their engagement with programs the quality of the program, etc. Besides

this, some initiatives include establishing mental health programs for new employees, incorporating ongoing development in routine practices through supervision and appraisals, fostering a welcoming workplace through team building that values diversity and strengths, and providing training for managers on mental health, safety, team dynamics, and constructive criticism. These efforts aim to create mentally healthy workplaces for all employees, including those returning to work after mental health challenges (Jenny Secker, 2003).

Taking part in mental health programs in the workplace can have a positive correlation with overall well-being and affect team dynamism and collaboration. According to WHO mental health support in the workplace can contribute to recovery and inclusion, and improve the confidence and social functioning of employees. (WHO, Mental health at work, 2022). The term "mental health program at work" describes the psychological well-being of employees in any type of organization. The safety and physical well-being of workers were the main concerns of occupational health in the past, with the mental health component receiving less emphasis. The field of mental health programs is expanding and places a strong emphasis on employee psychological well-being through assessment, prevention, and intervention (Lailun Nahar, 2013).

Programs for workplace wellness is essential for proactively identifying people who may be at risk for mental health problems and connecting them to the right care and resources. These initiatives give staff members the tools they need to ask for assistance, deal with stress, and take good care of their mental health by creating an atmosphere that values candid conversations about mental health issues. In addition to helping individual workers, this proactive approach makes the workplace as a whole healthier and more productive.

Mental health programs show notable improvements in specific aspects of well-being, such as stress reduction or work-life balance and other related factors. Programs have an impact on relationships and interactions between employees and their supervisors. It increases job satisfaction, and improves productivity and performance in the workplace. According to research from the University of Warwick, well-being initiatives can raise worker productivity by 12% and lower absenteeism by 25%.

Another impact on mental Health programs is on return of investment. Although there are clear benefits to investing in employee well-being, calculating the exact return of investment can be difficult. However, organizations can measure the effects through indicators like increased output, reduced presenteeism and absenteeism,



increased staff retention, and improved workplace culture. Articles that address the ROI of workplace mental health initiatives. The research indicates that funding initiatives for workplace mental health can result in significant financial rewards. The study looks at past savings and investment information from seven sizable Canadian workplaces that are at different phases of implementing mental health services and assistance. With an average ROI of 4.2 (Deloitte Insights, 2019), the results show that workplace mental health interventions provide a remarkably positive return on investment. (Wu, A., Roemer, E. C., Kent, K. B., Ballard, D. W., & Goetzl, R. Z. 2021)

The availability of mental health support can significantly impact employee engagement levels and job satisfaction. When an employee feels supported in managing mental health by its workplace it has helped to him /her to reduce stress about job life that can affect their overall job satisfaction. The degree to which people appreciate or detest their occupations is known as job satisfaction. Job satisfaction, according to Locke (1976), is a good attitude that arises from the perception of one's work as meeting one's wants (Nahar, L., Hossain, A., Rahman, A., & Bairagi, A. 2013).

When employees have stronger psychological capital and perceived organizational support (POS), they are more involved in their work, satisfied with their employment, and feel more content in their lives. The association between psychological capital and career happiness is mediated by job satisfaction (Coe, E., Cordina, J., Enomoto, K., Mandel, A., & Stueland, J., 2021).

A careful and continuous approach is necessary to ensure the sustainability and continued effectiveness of workplace mental health initiatives. Take into account employing questionnaires like the Work Limitations Questionnaire and the Brief Job Stress Questionnaire to determine how your staff members' health and stress levels impact their output. (WHO, Mental health at work, 2022). Keep a regular eye on the mental health programs and wellbeing of employees by studying the data that is available, speaking with employees, and figuring out risk factors that can help to ensure. By positive impact on mental health programs in the workplace will be showing the overall well-being of employees. Dynamics and collaboration of employees may be part of consideration in ongoing sustainability. Low participation of employees like ignorance, the belief that there is not enough time, or doubts about the efficacy of the intervention of mental health program in employee behavior can detect sustainability.

In addition to defining and modeling desired individual mindsets and behaviors connected to purpose, HR may assist in creating the organization of the future by elaborating on the meaning of purpose, value, and culture. This may enhance workers' sense of community, drive, and engagement at work, which may have a favorable

effect on their mental health and general well-being (Coe, E., Cordina, J., Enomoto, K., Mandel, A., & Stueland, J., 2021).

Five strategies for involving staff members in change that are also applicable to mental health programs. These are: sharing the vision, incorporating staff members in the design, giving them the freedom to take initiative, achieving quick victories, and maintaining momentum. HR can guarantee that mental health programs are pertinent and efficient for employees' requirements by incorporating their participation, opinions, and preferences during the design process.

Some practical tips on how to incorporate employee input in organizational decision-making, such as through surveys, focus groups, suggestion boxes, town hall meetings, and employee committees. The article also explains why employee input is important, as it can increase employee engagement, satisfaction, loyalty, productivity, and innovation.

HR department incorporates employee input to enhance the relevance and effectiveness of mental health programs in the workplace by creating creative solutions like encouraging candid conversations, offering mindfulness training, supporting time off, partnering with fitness centers, and including mental health coverage in benefits packages (Health, 2023).

Overall morale and job satisfaction of employees in the workplace since the introduction of mental health programs is another effectiveness for HR departments. Mental resources and programs available in the workplace at an extensive level may increase the effectiveness of mental health support programs. In conclusion, the workplace and employees can both gain a great deal from the implementation of an employee mental health wellness program. It can lower healthcare expenses, raise productivity, increase workers' general well-being, and foster a positive workplace culture.

Role of HR in promoting employee health and well-being:

Developing a Supportive Workplace Culture Within an organization, it is the responsibility of the Human Resources Department to prioritize the health and well-being of employees by fostering a supportive work culture. This essential element plays a crucial role in creating an environment where employee health, both physical and mental, is given utmost importance. The initial steps towards establishing this kind of environment involve fostering an atmosphere of safety and empowerment, where employees feel comfortable discussing their health concerns, including those



related to mental health. This secure space encourages individuals to openly discuss their well-being, contributing to DE stigmatizing mental health issues (Pfeffer, 2018).

Effective communication is key to cultivating an inclusive workplace culture that values mental health as essential to overall wellness. When HR creates a supportive environment free from judgment or discrimination, employees feel empowered to seek help, when necessary, without fear of stigma. This acknowledgment and respect for mental health struggles can significantly reduce anxiety and stress associated with seeking assistance. Ultimately, this fosters an environment where individuals are motivated to prioritize their mental well-being (Danna & Griffin, 1999).

HR departments can proactively organize awareness campaigns, workshops, and training sessions to cultivate a supportive workplace culture. These initiatives educate employees and managers about the importance of mental health, fostering empathy and creating a supportive atmosphere where employees feel embraced. By disseminating knowledge, HR promotes a shared understanding of mental health issues, significantly reducing the apprehension related to seeking help. Employees can feel secure knowing that their colleagues and managers are receptive and well-informed, ready to provide assistance and support when needed. These awareness initiatives are a cornerstone of HR's mission to prioritize employee health and wellbeing, particularly mental health (Pfeffer, 2018).

Mental Health Support Programs:

To prioritize the well-being of employees, HR departments provide access to vital resources and assistance in mental health support. A proactive strategy to tackle this crucial aspect is establishing specialized programs catering to mental health needs. A prime example of such an initiative is the Employee Assistance Program (EAP), which has recently emerged as a popular option. These programs offer a confidential platform for employees to seek counseling and guidance when confronting mental health issues (McLellan et al., 2018).

Employee Assistance Programs (EAPs) provide employees with a secure and private platform to discuss their mental health issues with trained specialists who can offer valuable insights and assistance. By ensuring confidentiality, these programs play a crucial role in removing the stigma associated with mental health problems in the workplace. Employees are more inclined to seek help when they know their privacy is protected and their concerns are handled sensitively. HR's involvement in endorsing and facilitating the use of EAPs is vital, as these initiatives can become a lifeline for employees dealing with complex mental health challenges (McLellan et al., 2018).

In addition, HR departments can establish partnerships with healthcare providers to integrate mental health services into the organization's comprehensive health benefits package. This approach provides employees with various mental health resources, such as counseling, therapy, and psychiatric services. Incorporating mental health support into the organization's healthcare system in a comprehensive and well-integrated manner, this holistic approach to employee well-being is 2 invaluable. It also sends a strong message that mental health is prioritized equally to physical health within the organization, bridging the gap between the two and promoting a holistic perspective on employee well-being (Goetzel et al., 2017).

Incorporating mental health services into an organization's benefits package can greatly benefit employees' well-being and mental health. By providing access to these services without any additional financial or logistical challenges, employees can receive the support they need to thrive. This approach demonstrates the organization's dedication to creating a workplace culture that values and supports mental health, leading to a more productive and engaged workforce (Goetzel et al., 2017). HR is important in facilitating these collaborations and promoting mental health services as part of the broader benefits package, highlighting the organization's commitment to employee well-being and mental health support.

Fostering employee health and well-being can be achieved by:

- I. Creating a supportive workplace culture - HR is responsible for prioritizing employee health and well-being by fostering an environment that supports and empowers employees to discuss their health concerns safely (Flynn, J. P., Gascon, G., Doyle, S., Matson Koffman, D. M., Saringer, C., Grossmeier, J.& Terry, P. (2018).
- II. DE stigmatizing mental health issues - HR should also work towards reducing the stigma associated with mental health problems by promoting open communication and creating a non-judgmental atmosphere (Mataac, Chito. 2023).
- III. Raising Awareness - HR can proactively organize awareness campaigns, workshops, and training sessions to educate employees and managers about the significance of mental health. It will help reduce apprehension related to seeking help by disseminating knowledge, fostering a shared understanding of mental health issues, and motivating employees to prioritize their mental well-being through acknowledgment and respect (Mataac, Chito. 2023).



- IV. Mental Health Support Programs - Establishing specialized programs like Employee Assistance Programs (EAPs) and providing confidential platforms for employees to seek counseling are essential steps toward removing the stigma associated with mental health problems. HR's vital role in endorsing and facilitating the use of EAPs and integrating mental health services into the organization's healthcare system shows the organization's commitment to employee well-being and mental health support (Wu, A., Roemer, E. C., Kent, K. B., Ballard, D. W., & Goetzl, R. Z., 2021).

Stress Management and Work-Life Balance:

In today's fast-paced work environment, stress has become a common challenge that can adversely affect physical and mental health and overall job satisfaction. HR departments can significantly impact employee well-being by implementing stress management programs and initiatives and promoting healthy work-life balance (Burke & Richardsen, 2019). One effective approach is introducing flexible work arrangements, such as flextime, compressed workweeks, or remote work opportunities. By giving employees, the autonomy to manage their work in a way that aligns with their personal needs and responsibilities, HR can help reduce the stress associated with rigid work structures. In turn, it can improve overall well-being and job satisfaction.

Human Resources can further enhance employee well-being by developing comprehensive wellness programs that address physical fitness, mental health, and stress reduction. Such programs may incorporate gym memberships, mindfulness workshops, yoga classes, and access to mental health resources. By providing a range of wellness options, HR acknowledges and accommodates its diverse needs and preferences, empowering employees to take proactive measures toward stress management and overall improved health and happiness (Burke & Richardsen, 2019).

Additionally, HR can work alongside managers to identify and tackle potential sources of workplace stress. It includes conducting regular assessments to pinpoint organizational stressors, such as heavy workloads, ineffective communication, or limited resources. By proactively addressing these stressors, HR can create a more supportive work environment that prioritizes employee well-being. Collaborating with managers to implement solutions, such as adjusting workloads, improving communication channels, or increasing resources, demonstrates HR's dedication to minimizing workplace stress and safeguarding the workforce's health (Byron et al., 2015).

Method

Sample for the Study:

The study aims to include a diverse sample of 101 participants representing various industries, job roles, and demographics to ensure a comprehensive understanding of workplace mental health support. Participants were drawn from both managerial and non-managerial positions, encompassing a mix of genders, age groups, and professional backgrounds. The inclusion criteria involve individuals currently employed in organizations with implemented mental health support programs provided by the Human Resources department. The emphasis is on evaluating the impact of these initiatives on employee well-being and productivity, offering valuable perspectives on the overall influence of mental health support within the workplace.

HR Program Analysis:

Data was collected by reviewing existing HR-provided mental health programs and resources within participating organizations. This involves assessing program structures, communication strategies, and accessibility.

Work Performance Metrics:

Objective data related to work performance, such as attendance records, project completion rates, and any available performance evaluations, have been collected to quantitatively measure the impact of mental health support on employee productivity.

Ethical considerations, including confidentiality and informed consent, were prioritized throughout the data collection process. The combination of quantitative and qualitative methods aims to provide a comprehensive evaluation of the efficacy of HR-provided mental health programs in shaping employee well-being and productivity.

The questionnaire was divided into two sections. **In Section 1**, questions were related to demographic information like; sex, education, age, annual income, area of service, year of service, and total working hours, etc. **Section 2** contained several items for training or information on mental health awareness at the workplace, supervisor or manager concern about emotional or spiritual elements of mental health support, the workplace offers flexible work arrangements or accommodations, prioritizing the norms and values of employee behavioral health, and mental health programs have a positive impact on team dynamics and collaboration, etc.

Sample profile:

Our study involves a diverse group of 101 participants, each contributing unique insights into the efficacy of workplace mental health support programs provided by



Human Resources. This sample encompasses individuals from three different sectors i.e. Teaching, IT, and Banking industries, spanning both managerial and non-managerial positions, to ensure a comprehensive understanding of the impact of mental health initiatives.

Demographics:

- **Age Range:** 26 to 45 years.
- **Gender:** Male (77.2%), Female (22.8%)
- **Professional Backgrounds:** Teaching (49.5%), IT (34.7%), and Banking (15.8%).
- **Educational Status:** Honors (40.6%) and Master's Degree (59.4%).
- **Annual Income Level:** The majority of the respondent's annual earnings are between 300000-350000 (49.5%). The majority of the respondents were aged between 26 and 30 years, which is similar to the Bangladesh youth population of 34% (World Population Review 2023). The total respondent was 101 and the majority of the respondents were Teachers which is 49.5%.

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Participation Criteria:

- **Currently Employed:** All participants are actively employed in organizations with existing mental health support programs.
- **Informed Consent:** Participants have willingly agreed to take part in the study and are aware of its objectives and ethical considerations.

This diverse participant profile aims to capture a broad spectrum of perspectives, ensuring the findings are representative and applicable across various professional settings. The collective insights from this sample will contribute significantly to understanding the effectiveness of HR-provided mental health support in shaping employee well-being and productivity.

Research Design:

The correlational research design was used to assess the nature of the association between the effectiveness of mental health that provided HR and employees' well-being with productivity in various sectors in Khulna, Dhaka, and Barisal.

Instrument design and measurements:

We have designed a structured questionnaire for data collection, where respondents convey their opinions using the Likert scale, employing varying labels for different questions.

| | | | | |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |

The survey instruments for both independent and dependent variables were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The Analysis Tool:

The Statistical Package for the Social Sciences (SPSS 23) was used to run the measurement and structural model analysis.

Various statistical methods have been employed to analyze the gathered data. **The Friedman test and Kendall's W test** were executed utilizing Statistical Package for the Social Sciences (SPSS) version 23.0, and Excel was also utilized for various descriptive analyses. The initial phase entailed examining the descriptive aspects of the participants' demographic characteristics. Subsequently, in the second phase, the study evaluated both convergent and discriminant validity. Finally, the third phase quantified the hypothesized relationship between the exogenous and endogenous constructs.

Research hypothesis:

H₀: There is no significant association between the implementation of HR-provided mental health programs and resources in the workplace and employee well-being and productivity.

H₁: HR-provided mental health programs and resources positively influence employee well being and productivity in the workplace.

Result and Discussion:

Reliability Test:

Reliability testing in SPSS assesses the consistency and stability of data. Common methods include Cronbach's Alpha for assessing internal consistency and test-retest analysis for 13 temporal stability. These tests help ensure that the data and research



instruments are reliable and can be trusted for accurate analysis and interpretation (LJ Cronbach, 1947).

| Reliability Statistics | | |
|------------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .874 | .836 | 35 |

High Cronbach's alpha values indeed suggest that the responses provided by participants to a set of questions are consistent and that the items in the scale or questionnaire are closely related. The reliability which is higher than 0.9 is regarded as excellent, higher than 0.8 is fine, higher than 0.7 is adequate, higher than 0.6 is doubtful, and lower than 0.5 is substandard (Lin L, Huang Z, Othman B, Luo Y 2020).

Demographic Analysis:

Demographic analysis involves studying population characteristics such as age, gender, ethnicity, education, income, and occupation to understand trends, behaviors, and preferences within a specific group or area.

Table-1: Participants demographics (N=101)

| Variables | Particulars | Total | Percentage | Cumulative Percentage |
|-----------------|---------------|-------|------------|-----------------------|
| Gender Identity | Male | 78 | 77,2 | 77,2 |
| | Female | 23 | 22,8 | 100 |
| Age Variables | 26-30 | 79 | 78,2 | 78,2 |
| | 31-35 | 17 | 16,8 | 95 |
| | 36-40 | 4 | 4 | 99 |
| | 41-45 | 1 | 1 | 100 |
| Income Level | 300000-350000 | 50 | 49,5 | 49,5 |
| | 350000-400000 | 24 | 23,8 | 73,3 |

| | | | | |
|--------------------|---------------|----|------|------|
| | 400000-450000 | 4 | 4 | 77,2 |
| | 450000+ | 23 | 22,8 | 100 |
| Office Region | Khulna | 49 | 48,5 | 48,5 |
| | Dhaka | 49 | 48,5 | 97 |
| | Barishal | 3 | 3 | 100 |
| Marital Status | Married | 45 | 44,6 | 44,6 |
| | Unmarried | 56 | 55,4 | 100 |
| Area of Service | IT | 35 | 34,7 | 37,4 |
| | Teaching | 50 | 49,5 | 84,2 |
| | Banker | 16 | 15,8 | 100 |
| Year of Service | 0-5 | 80 | 79,2 | 79,2 |
| | 6-10 | 14 | 13,9 | 93,1 |
| | 11-15 | 6 | 5,9 | 99 |
| | 16-20 | 1 | 1 | 100 |
| Family Members | 0-2 | 13 | 12,9 | 12,9 |
| | 2-5 | 74 | 73,3 | 86,1 |
| | 5+ | 14 | 13,9 | 100 |
| Level of Education | Honors | 41 | 40,6 | 40,6 |
| | Masters | 60 | 59,4 | 100 |
| Job Hour Per Day | 6-8 | 70 | 69,3 | 69,3 |
| | 8-10 | 23 | 22,8 | 92,1 |
| | 10+ | 8 | 7,9 | 100 |

Hypothesis Testing:



The Friedman test is a non-parametric statistical test applied to determine if there are statistically significant differences among three or more related groups. It assesses whether the groups' rankings on a dependent variable differ significantly. Kendall's W test, also known as Kendall's coefficient of concordance assesses the consistency of rankings across different observers and is useful in fields like psychology and social sciences.

Importance of HR-Provided Programs and Resources in Shaping Employee Well-being and Productivity

The efficacy of HR-provided programs and resources in shaping employee well-being and productivity refers to the effectiveness of initiatives implemented by Human Resources departments within organizations to support the mental health and overall wellness of employees, ultimately leading to increased productivity and job satisfaction.

These programs and resources may include a range of interventions such as counseling services, mental health awareness training, flexible work arrangements, employee assistance programs (EAPs), wellness initiatives, and access to resources like online mental health platforms or support groups.

The description of this efficacy involves evaluating how these initiatives impact various aspects of employee well-being, including mental health, stress levels, work-life balance, job satisfaction, and overall quality of life. Additionally, it assesses the influence of these programs on productivity-related outcomes such as absenteeism, presenteeism, job performance, and organizational commitment.

Through systematic evaluation and analysis, organizations can determine the effectiveness of their HR-provided programs and resources in addressing employee well-being needs and enhancing productivity. This assessment may involve gathering feedback from employees, conducting surveys or interviews, analyzing relevant data metrics, and benchmarking against industry standards or best practices.

Overall, the efficacy of HR-provided programs and resources in shaping employee well-being and productivity is essential for fostering a supportive work environment, promoting employee engagement, and ultimately contributing to organizational success.

Mental health program and employee productivity:

The relationship between mental health programs and employee productivity is multifaceted and can be both direct and indirect. Here's a breakdown of how mental health programs can impact employee productivity:

Reduced Absenteeism: Mental health programs that address stress, anxiety, depression, and other mental health issues can lead to reduced absenteeism. When employees receive support and treatment for their mental health concerns, they are less likely to miss work due to mental health-related reasons, thus improving overall attendance and productivity (Ling, L. M., 2023).

H₀: There is no significant relationship between mental health programs and reduced absenteeism to improve productivity.

H₁: There is a significant relationship between mental health programs and reduced absenteeism to improve productivity.

Table-2: Hypothesis Test Summary of Reduced Absenteeism

| | |
|---------------------------------------|-------|
| Total N | 101 |
| Test Statistic | 5.586 |
| Degrees of Freedom | 1 |
| Asymptotic Sig. (2-sided test) | .018 |

Hypothesis Test Summary

| | Null Hypothesis | Test | Sig. | Decision |
|----------|---|--|-------------|-----------------------------|
| 1 | The distributions of The mental health support services have positively impacted your overall well-being. and The mental health programs reduce absenteeism attitude that increase productivity in your organizations are the same. | Related-Samples Friedman's Two-Way Analysis of Variance by Ranks | .018 | Reject the null hypothesis. |
| 2 | The distributions of The mental health support services have positively impacted your overall well-being. and The mental health programs reduce absenteeism attitude that increase productivity in your organizations are the same. | Related-Samples Kendall's Coefficient of Concordance | .018 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

The null hypothesis is rejected; evidence suggests that mental health support services positively impact overall well-being and reduce absenteeism attitudes, potentially increasing productivity in organizations.



Improved Engagement and Morale:

Employees who feel supported and valued by their organization are more likely to be engaged and have higher morale. Mental health programs that promote a positive work culture, provide opportunities for social support, and prioritize employee well-being can contribute to higher levels of engagement and morale, which in turn can enhance productivity (Harvey, S. B., Joyce, S., Tan, L., Johnson, A., Nguyen, H., Modini, M., & Groth, M., 2014).

H₀: There is no significant relationship between mental health programs and reduced absenteeism to improve productivity.

H₁: There is a significant relationship between mental health programs and reduced absenteeism to improve productivity.

Table-3: Hypothesis Test Summary of Improved Engagement and Moral

| | |
|--------------------------------|--------|
| Total N | 101 |
| Test Statistic | 32.026 |
| Degrees of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .000 |

| Hypothesis Test Summary | | | | |
|-------------------------|---|--|------|-----------------------------|
| | Null Hypothesis | Test | Sig. | Decision |
| 1 | The distributions of The mental health support services have positively impacted your overall well-being., The workplace's mental health programs have a positive impact on team dynamics, collaboration & morality . and Any changes have happened in the overall morale and job satisfaction of employees in your workplace since the introduction of mental health programs. are the same. | Related-Samples Friedman's Two-Way Analysis of Variance by Ranks | .000 | Reject the null hypothesis. |
| 2 | The distributions of The mental health support services have positively impacted your overall well-being., The workplace's mental health programs have a positive impact on team dynamics, collaboration & morality . and Any changes have happened in the overall morale and job satisfaction of employees in your workplace since the introduction of mental health programs. are the same. | Related-Samples Kendall's Coefficient of Concordance | .000 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

The null hypothesis is rejected as evidence indicates that mental health support services positively affect overall well-being and workplace programs enhance team

dynamics, collaboration, and morale. Overall morale and job satisfaction have improved since the implementation of mental health programs in the workplace.

Enhanced Problem-Solving and Decision-Making:

Mental health programs that include training in stress management, resilience-building, and emotional intelligence can equip employees with skills to better cope with workplace challenges. This can result in improved problem-solving abilities, better decision-making, and increased efficiency in completing tasks, ultimately boosting productivity (Batool, U., & Siddiqui, D. A., 2020).

H₀: There is no significant relationship between mental health programs and reduced problemsolving to make effective decisions.

H₁: There is a significant relationship between mental health programs and reduced problemsolving to make effective decisions.

Table-4: Hypothesis Test Summary of Enhanced Problem-Solving and Decision Making

| | |
|---------------------------------------|--------|
| Total N | 101 |
| Test Statistic | 24.192 |
| Degrees of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .000 |

Hypothesis Test Summary

| | Null Hypothesis | Test | Sig. | Decision |
|---|---|--|------|-----------------------------|
| 1 | The distributions of The workplace's mental health programs have a positive impact on team dynamics, collaboration & decision making. , The mental health programs in your workplace contributed to a reduction in workplace conflicts or tension among employees. and The mental health support services have positively impacted your overall well-being. are the same. | Related-Samples Friedman's Two-Way Analysis of Variance by Ranks | .000 | Reject the null hypothesis. |
| 2 | The distributions of The workplace's mental health programs have a positive impact on team dynamics, collaboration & decision making. , The mental health programs in your workplace contributed to a reduction in workplace conflicts or tension among employees. and The mental health support services have positively impacted your overall well-being. are the same. | Related-Samples Kendall's Coefficient of Concordance | .000 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.



Rejecting the null hypothesis suggests that mental health support services positively influence overall well-being, while workplace programs enhance team dynamics, collaboration, and decision-making. Additionally, these programs contribute to reducing workplace conflicts and tension among employees, promoting a healthier work environment.

Retention and Recruitment: Organizations that prioritize employee mental health through comprehensive mental health programs are more likely to attract and retain top talent. Employees are increasingly seeking workplaces that prioritize their well-being, and organizations that invest in mental health programs demonstrate their commitment to supporting their employees. A stable and satisfied workforce leads to higher productivity levels over the long term (Scanlan, J. N., Still, M., Stewart, K., & Croaker, J., 2010).

H₀: There is no significant relationship between mental health programs, and reduced problemsolving to make effective decisions and to retain talented employees.

H₁: There is a significant relationship between mental health programs, and reduced problemsolving to make effective decisions and to retain talented employees.

Table-5: Hypothesis Test Summary of Retention and Recruitment

| | |
|--------------------------------|--------|
| Total N | 101 |
| Test Statistic | 39.048 |
| Degrees of Freedom | 2 |
| Asymptotic Sig. (2-sided test) | .000 |

| Hypothesis Test Summary | | | | |
|-------------------------|---|--|------|-----------------------------|
| | Null Hypothesis | Test | Sig. | Decision |
| 1 | The distributions of The mental health support services have positively impacted your overall well-being. You have witnessed any positive changes in the workplace culture that talented employees do not shift the jobs since the introduction of mental health programs, and The mental health programs in your workplace contributed to a reduction in workplace conflicts or tension among employees. are the same. | Related-Samples Friedman's Two-Way Analysis of Variance by Ranks | .000 | Reject the null hypothesis. |
| 2 | The distributions of The mental health support services have positively impacted your overall well-being. You have witnessed any positive changes in the workplace culture that talented employees do not shift the jobs since the introduction of mental health programs, and The mental health programs in your workplace contributed to a reduction in workplace conflicts or tension among employees. are the same. | Related-Samples Kendall's Coefficient of Concordance | .000 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

Rejecting the null hypothesis suggests that mental health support services positively impact overall well-being and contribute to a positive workplace culture, reducing employee turnover. Additionally, these programs are associated with a reduction in workplace conflicts and tension, fostering a more harmonious work environment.

Practical Contributions:

Practical contributions of the efficacy of HR-provided programs and resources in shaping employee well-being and productivity include:

- i. **Tailored Support:** HR departments can customize mental health programs to address specific needs and challenges faced by employees, ensuring relevance and effectiveness (Kakuma, R., Minas, H., Van Ginneken, N., Dal Poz, M. R., Desiraju, K., Morris, J. E., & Scheffler, R. M. 2011).
- ii. **Accessibility:** Implementing user-friendly platforms and tools for accessing mental health resources ensures that employees can easily seek support whenever needed, promoting proactive well-being practices (Arensman, E., O'Connor, C., Leduc, C., Griffin, E., Cully, G., Ní Dhálaigh, D., & Corcoran, P. 2022).
- iii. **Education and Awareness:** HR can conduct regular training sessions and awareness campaigns to DE stigmatize mental health issues, increase understanding, and encourage utilization of available resources (Kakuma, R., Kleintjes, S., Lund, C., Drew, N., Green, A., & Flisher, A. J. 2010).
- iv. **Managerial Training:** Providing managers with training on recognizing signs of mental distress, offering support, and promoting a supportive work environment can positively impact employee well-being and productivity (Turner, N., Barling, J., & Zacharatos, A. 2002).
- v. **Flexible Work Arrangements:** Offering flexible work schedules, remote work options, and accommodations for employees dealing with mental health challenges can improve work-life balance and reduce stress levels.
- vi. **Employee Assistance Programs (EAPs):** Implementing EAPs that provide confidential counseling services, referrals, and resources for mental health support demonstrates organizational commitment to employee well-being.
- vii. **Regular Feedback Mechanisms:** Establishing channels for employees to provide feedback on mental health programs and resources allows HR to continuously improve and adapt offerings based on employee needs and preferences.



- viii. **Peer Support Networks:** Facilitating peer support groups or networks where employees can connect with others facing similar challenges fosters a sense of community and belonging, enhancing well-being and resilience.
- ix. **Performance Recognition:** Recognizing and rewarding employees who actively participate in mental health programs or demonstrate improved well-being and productivity can further motivate engagement and promote a positive culture around mental health.
- x. **Evaluation and Adaptation:** Regularly assessing the effectiveness of HR-provided programs through employee surveys, feedback sessions, and outcome measures allows for ongoing refinement and optimization to better meet the evolving needs of employees.

Implications for Future Research:

- i. Conducting longitudinal studies to track the long-term effects of mental health programs on employee well-being, productivity, and organizational outcomes over extended periods.
- ii. Comparing the effectiveness of different types of mental health interventions, such as preventive vs. reactive approaches, to identify best practices for promoting well-being in the workplace.
- iii. Exploring how cultural factors influence the implementation and effectiveness of mental health programs across diverse workplace settings and geographic regions.
- iv. Examining the impact of managerial support and leadership behaviors on the success of mental health initiatives and employee well-being outcomes.
- v. Conducting cost-benefit analyses to evaluate the economic impact of investing in mental health programs, including potential savings related to reduced absenteeism, turnover, and healthcare costs.
- vi. Examining strategies for sustaining the impact of mental health programs over time, including organizational policies, leadership continuity, and employee engagement initiatives.
- vii. Exploring opportunities for collaboration between HR departments, mental health professionals, academia, and policymakers to develop evidence-based interventions and promote knowledge sharing in the field.

Limitation of the Study:

Like in any typical research endeavor, this study is not exempt from limitations. However, it's important to note that these limitations can serve as guiding pointers for prospective research initiatives.

To begin with, a limitation arises from the fact that the empirical data were gathered exclusively from three districts, namely Khulna, Dhaka, and Barishal in Bangladesh. However, it is imperative to conduct additional research in various emerging districts of Bangladesh to verify and substantiate the findings of this study. Moreover, obtaining reliable and extensive data in Bangladesh poses a considerable challenge, impeding the ability to conduct in-depth research. The research design, particularly cross-sectional, may hinder establishing causality or tracking changes over time. Furthermore, the validity and reliability of measurement tools for wellbeing and productivity could affect the accuracy of findings. Confounding variables such as organizational culture, external stressors, or concurrent interventions may also influence outcomes.

Practical constraints like resource availability, such as time and funding, might restrict the scope and depth of the study. Implementation fidelity could vary across departments or locations, impacting consistency and effectiveness. Attrition bias, if participants drop out disproportionately, may skew results. Lastly, recall bias may affect participants' ability to accurately recall program experiences.

Addressing these limitations requires careful consideration of research design, rigorous measurement techniques, diverse sampling strategies, and controlling for confounding factors. Longitudinal studies and mixed-methods approaches could offer more comprehensive insights into the complex relationship between HR-provided programs and employee outcomes.

Conclusion

In conclusion, the study highlights the multifaceted nature of HR-provided programs and resources in shaping employee well-being and productivity. Despite encountering certain limitations, including potential biases and constraints, the findings underscore the importance of these initiatives in fostering a positive work environment.

The evidence suggests that well-designed and effectively implemented programs can positively influence employee well-being, contributing to improved job satisfaction, reduced absenteeism, and enhanced productivity. Moreover, the study emphasizes the significance of tailored support, managerial involvement, and organizational culture in maximizing the impact of these interventions.

Moving forward, future research should address the identified limitations and explore additional factors influencing the efficacy of HR-provided programs.



Longitudinal studies, mixed-methods approaches, and cross-sector collaborations may offer valuable insights into the long-term effects and optimal strategies for promoting employee well-being and productivity in diverse workplace settings.

Overall, this study contributes to our understanding of the role of HR in supporting employee mental health and underscores the potential benefits of investing in comprehensive well-being programs. By prioritizing employee welfare and fostering a supportive work environment, organizations can not only enhance individual outcomes but also drive sustainable organizational success.

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