

# MENTAL HEALTH AT THE WORKPLACE

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# Definition

- Health is a state of well being in physical, **mentally**, socially, and spiritually but not merely absence of disease or any infirmity.

This can be divided into two:

- Physically and mentally- as human being
  - Socially and spiritually- as an environment.
- 
- **Mental health** is a state whereby an individual can:
    - understand his abilities,
    - cope with normal life stressors, and
    - **form a harmonious relationship and maintain it**
    - **contribute productively to the community** (WHO, 2023).

# MIND

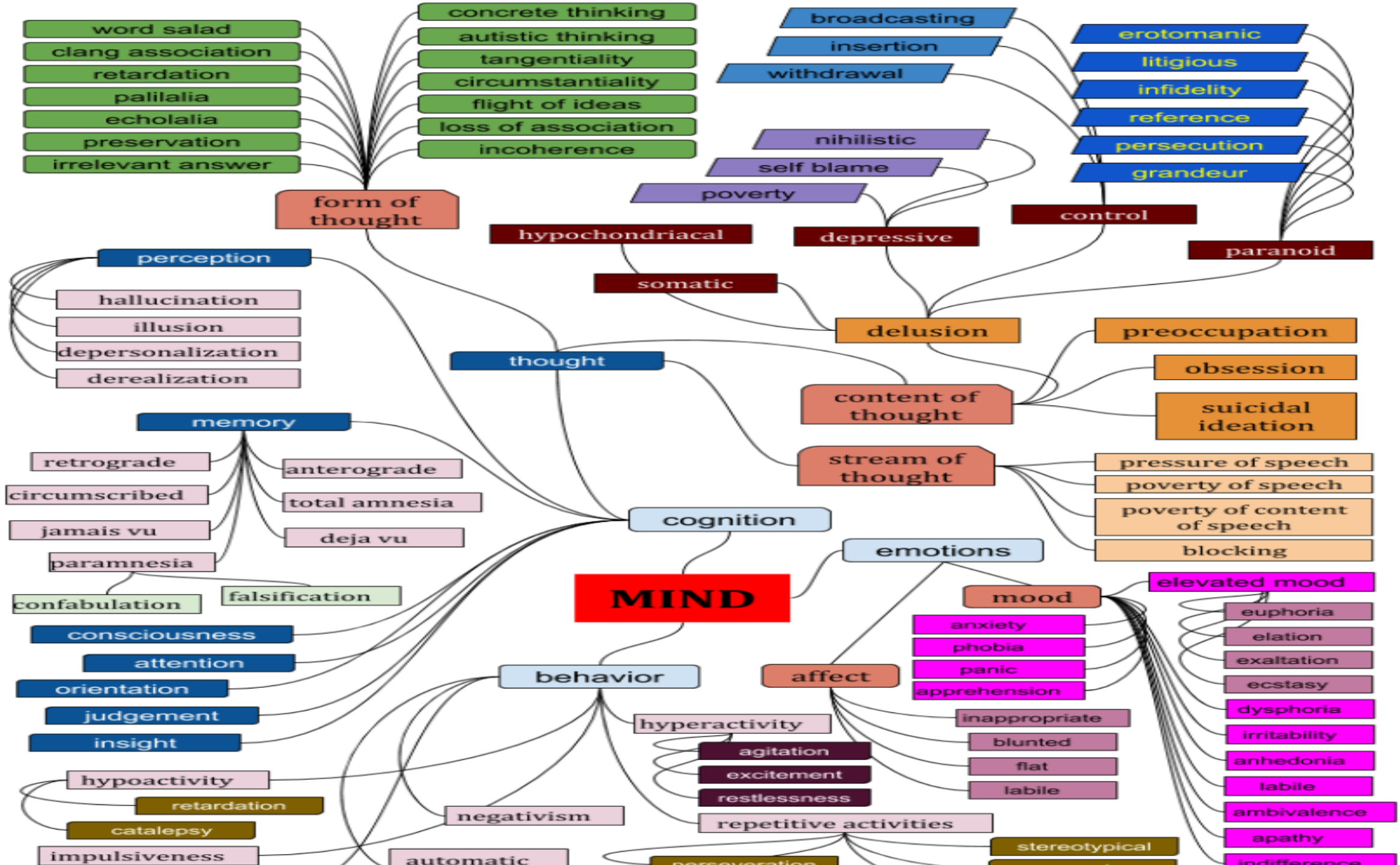
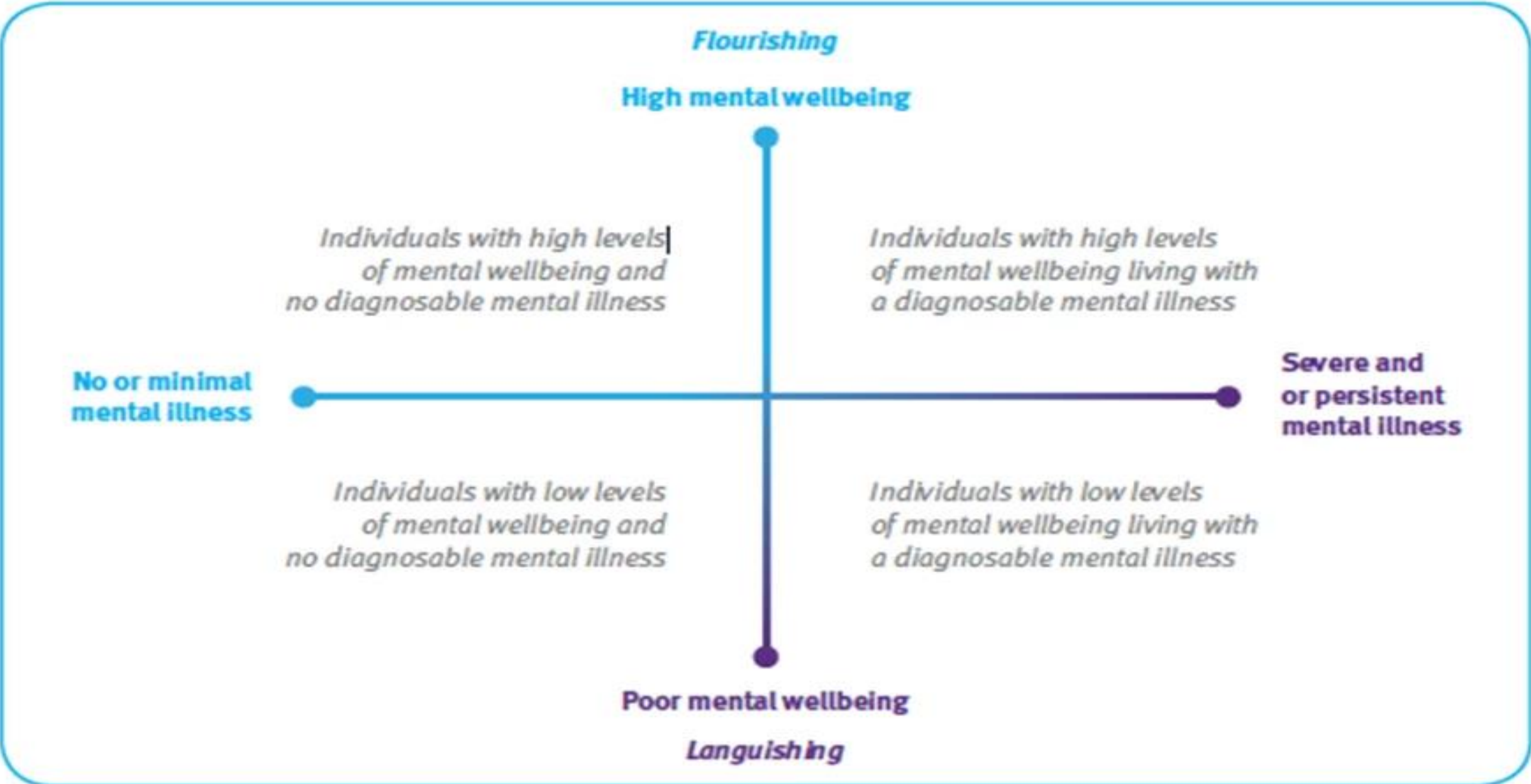
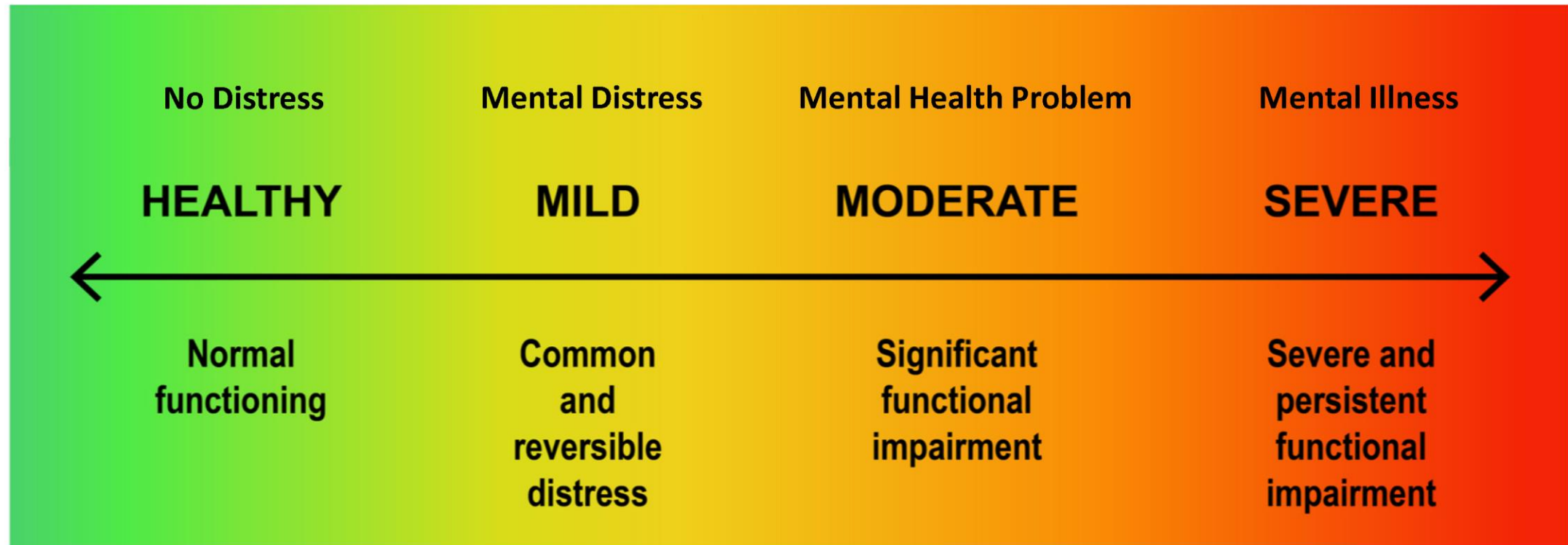


Figure 2: Dual continua model adapted from Tudor (1996)



# Mental Health Continuum



# Mental health at workplace

- **Mental health in the workplace** refers to employees' psychological, emotional, and social well-being within a **shared work environment**.
- Mental health in the workplace largely contributes to employees:
  - Engagement
  - Retention
  - Loyalty
  - Productivity

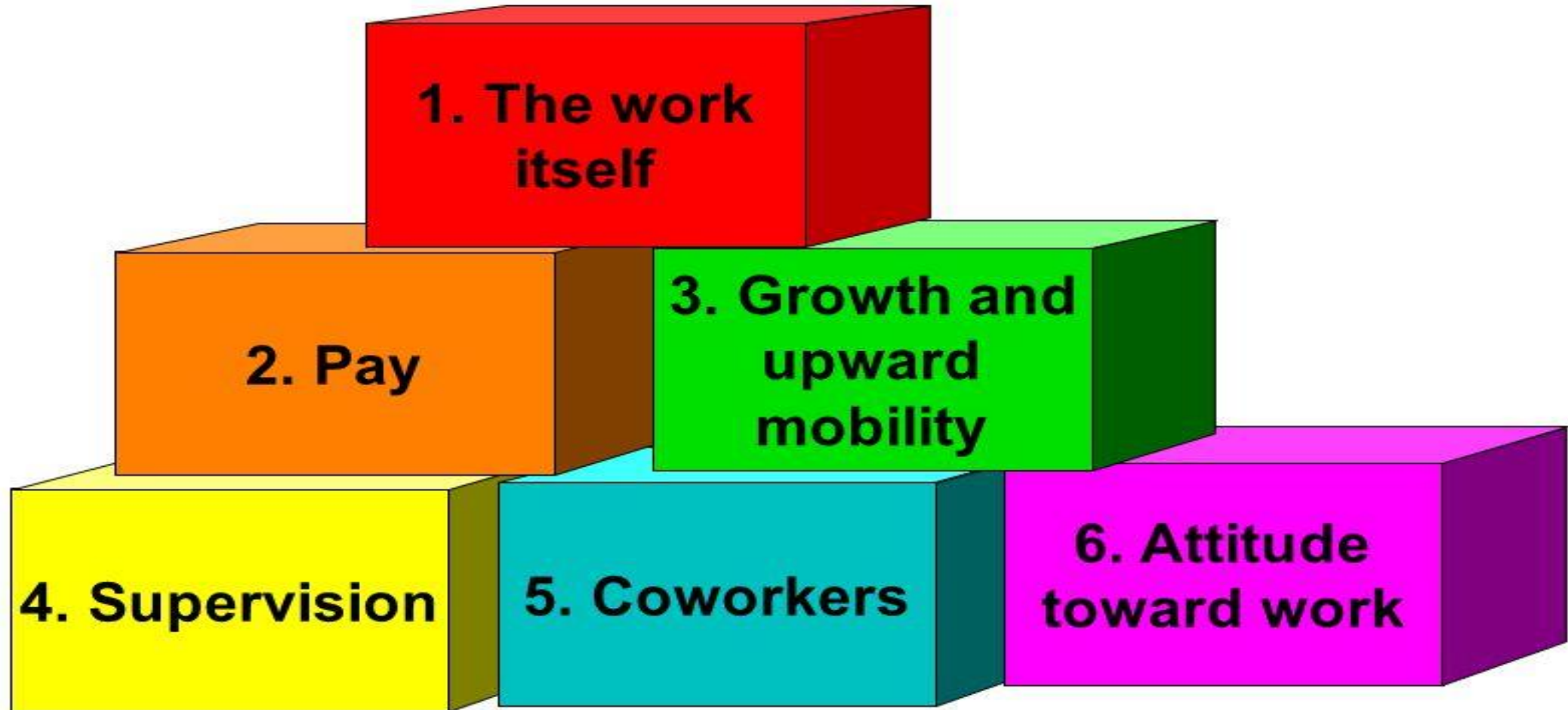
# Understanding Mental health at workplace

## Knowledge of mental at the workplace can:

- Reduce **absenteeism**
- Decreased **presenteeism**
- Increase morale, productivity, customer satisfaction
- Raise the reputation of the company as a good place to work
- Reduce health care costs (mental health major driver itself and contributor to physical health problems)

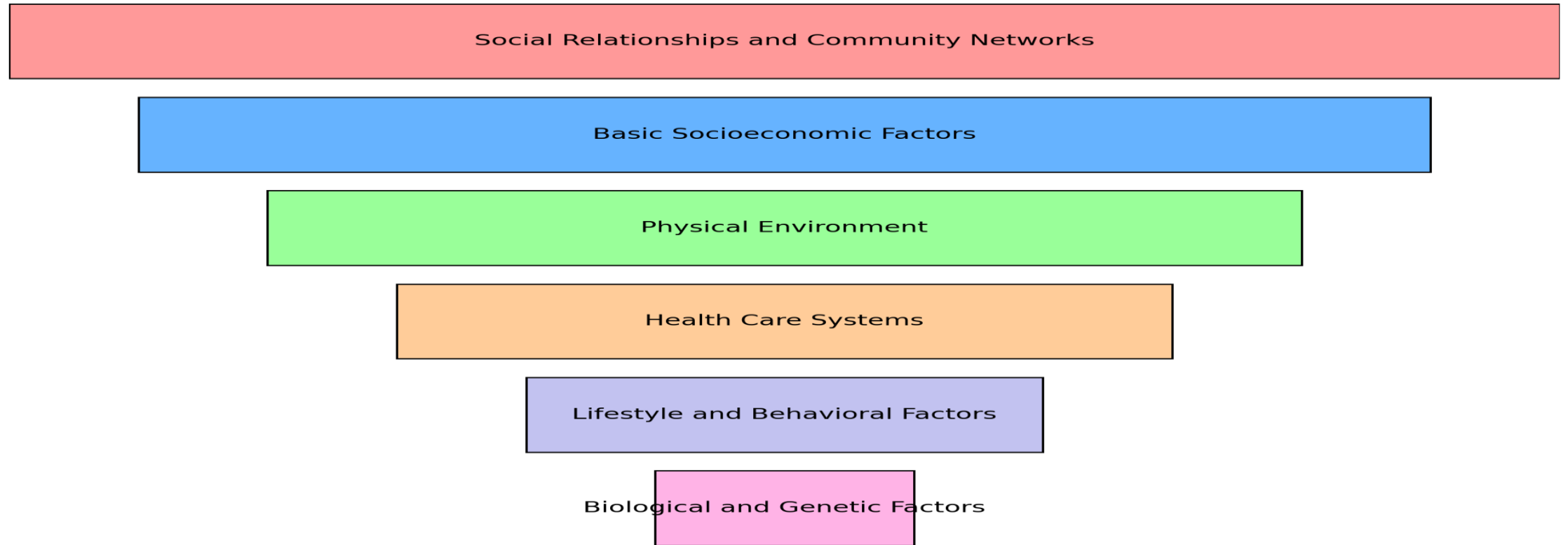


# Determinants of Job Satisfaction





## Pyramid of Determinants of Longevity (Emphasizing Social Relationships)



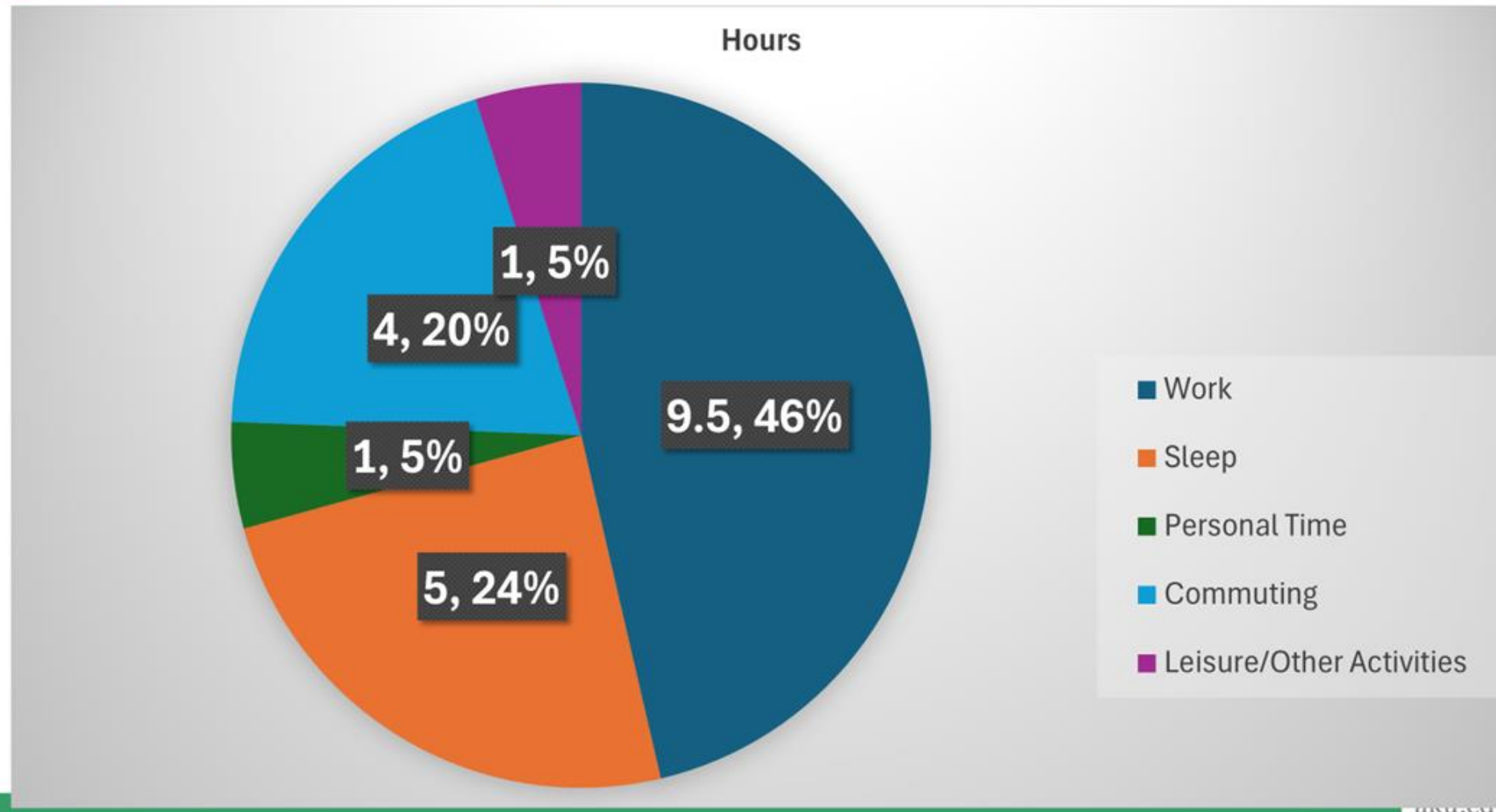
*“What makes you happy, makes you live longer”*

*Loneliness kills*”. It is as powerful as smoking or alcoholism.

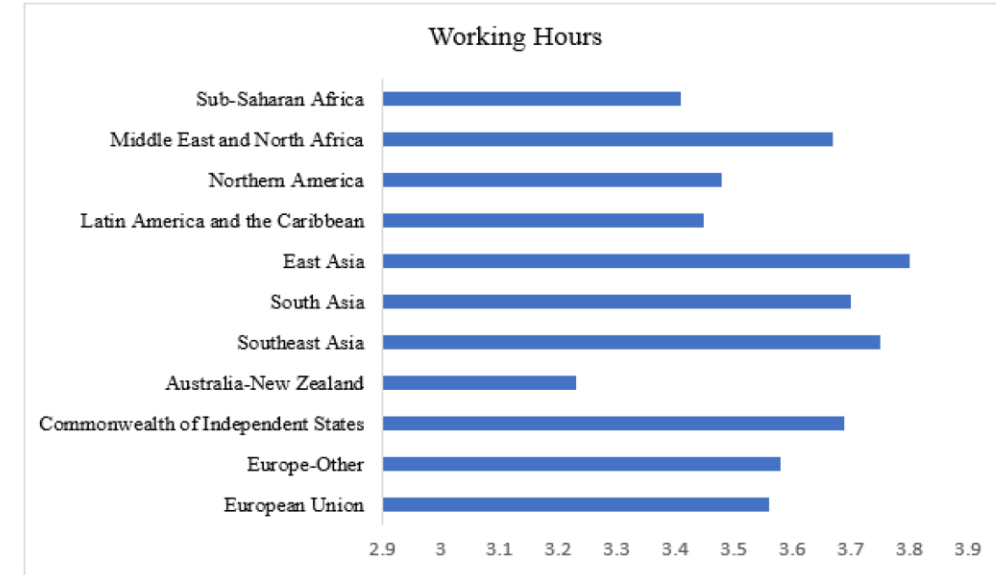
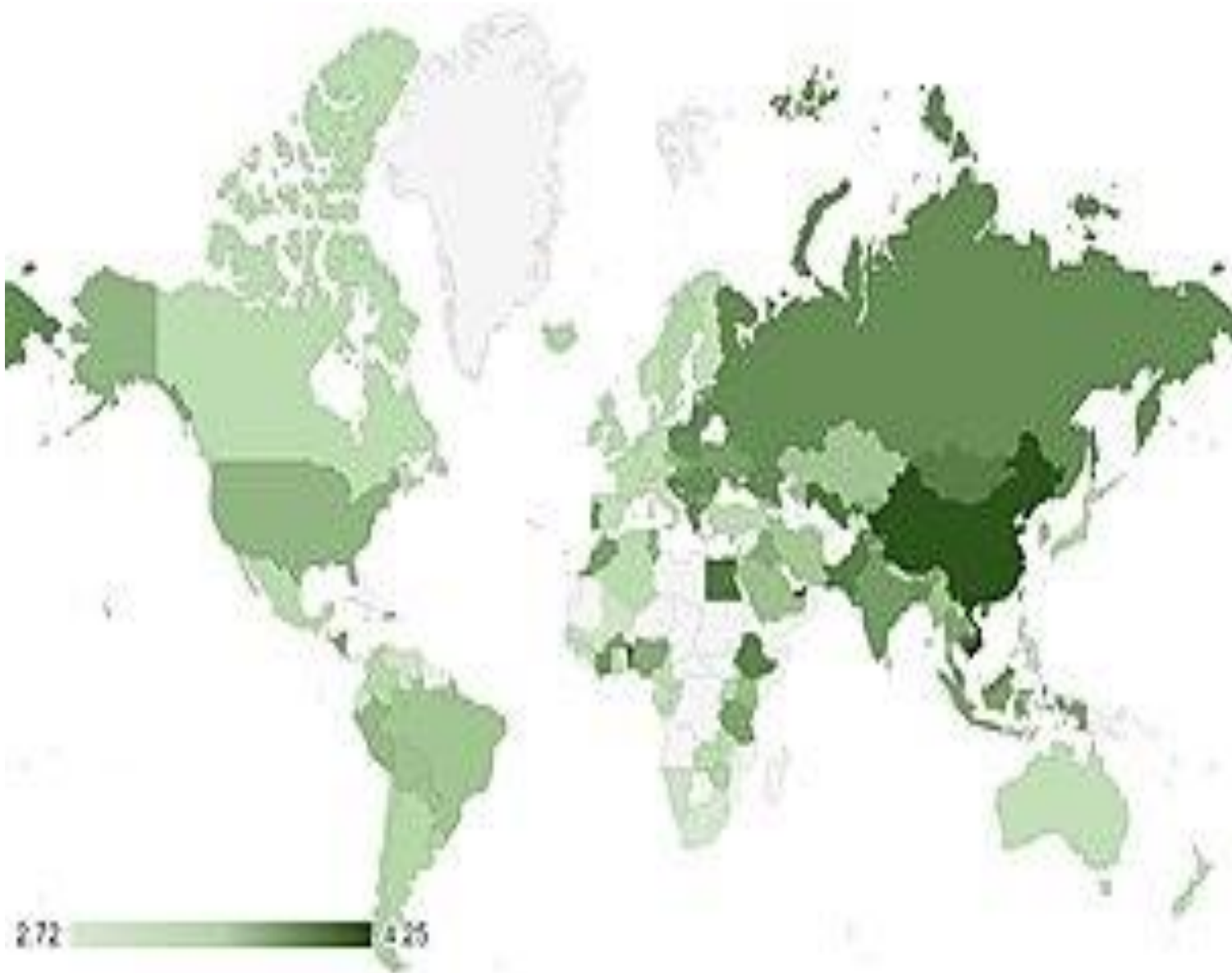
86 years –longitudinal study 19/268 alive, among the J.F Kennedy. Women were not included.

# Mental health at the workplace

## Employee Activities per 24 hours in Dar es salaam



# Working hours



# Epidemiology

- Globally, almost 60% of the population is in work.
- **15% of working-age adults** were estimated to have a mental disorder in 2019.
- Globally, an estimated 12 billion working days are lost every year to depression and anxiety
- Depression and anxiety alone cost US\$ 1 trillion per year in lost productivity (WHO, 2022).

# Epidemiology

- Long work hours contribute significantly to deteriorations in mental health: > 50 hours per week
- **If a coworker is suffering from mental illness at the workplace, the mental health of other workers is also likely to be poor**
- Clear job descriptions, ability to exercise freedom in performing tasks, and workplace atmosphere influence mental health. (Kuroda et al., 2016).

# Mental Health Statistics 2021

**64 %**

of employees described their job as **stressful**.

Only

**1/4th**

of the employees feel comfortable **asking for a mental health day-off**.

**41 %**

of employees have been diagnosed with a **mental health issue**.

**11 %**

of employees have **thoughts and feelings of suicide** at work.

**52 %**

believed that their mental health was the **reason behind** low performance at work.

**24 %**

of employees have had a **panic attack** at work.

**71 %**

**experienced stress** at work in the last 12 months.

**73 %**

of those with mental health issues said it **affected their work adversely**.





**85%**

***of employees'  
mental health  
conditions are  
undiagnosed  
or untreated.***



# Mental illness risk factors

## 1. Content of work

<b>Workload</b>	<ul style="list-style-type: none"><li>• Excessive workload</li><li>• Insufficient work</li></ul>
<b>Lack of participation and control</b>	<ul style="list-style-type: none"><li>• Inability to participate in decision-making</li><li>• Inability to choose how to complete work</li></ul>
<b>Job content</b>	<ul style="list-style-type: none"><li>• Monotonous tasks</li><li>• Unpleasant tasks</li><li>• Aversive tasks</li><li>• Killer combination: High demand with low control</li></ul>

# Context of work

<b>Role in organization</b>	<ul style="list-style-type: none"><li>• Role conflict</li><li>• Role ambiguity</li></ul>
<b>Lack of reward (recognition)</b>	<ul style="list-style-type: none"><li>• Lack of recognition of work (e.g., through salary)</li><li>• Low status</li><li>• Inadequate social support in the workplace</li></ul>
<b>Inequity (lack of fairness)</b>	<ul style="list-style-type: none"><li>• Perception that workplace is not just or equitable(e.g., in terms of workload, salary, or promotion)</li><li>• Poor management of organizational change (e.g., downsizing)</li></ul>
<b>Poor interpersonal relationships</b>	<ul style="list-style-type: none"><li>• Unsupportive supervision</li><li>• Poor relationships with colleagues</li><li>• Bullying, harassment or violence</li><li>• Isolated or solitary work</li></ul>
<b>Working environment and conditions</b>	<ul style="list-style-type: none"><li>• Inadequate physical environment (e.g., noise, pollution, light, danger)</li><li>• Irregular working hours (e.g., shift work or excessive working hours)</li></ul>
<b>Workplace culture</b>	<ul style="list-style-type: none"><li>• Poor communication</li><li>• Poor leadership</li><li>• Lack of clarity about workplace objectives and structure</li></ul>
<b>Home–work interface</b>	<ul style="list-style-type: none"><li>• Conflicting demands at home and at work</li><li>• Lack of support for home at work</li><li>• Lack of support for work at home</li></ul>

# 10 Symptoms Of Mental Health Issues At Work



**Nervousness  
and irritability**



**Disorganized  
Behaviour**



**Mental &  
Physical Fatigue**



**Inability to  
complete daily tasks.**



**Physical  
Inactivity & Pains**



**Inability to  
work accurately.**



**Aimless &  
Unproductive**



**Poor  
decision-making**



**Behavioural  
Issues**



**Drop in  
engagement levels**

# Symptoms of work-related stresses

Work-related mental illness could also manifest as:

## 1. Physical manifestation:

- heart disease,
- back pain,
- headaches,
- gastrointestinal disturbances or various minor illnesses

## 2. Psychological effects such as

- anxiety and depression,
- loss of concentration and
- poor decision-making





# ACTIVITY

# Mental health at workplace: **stress determinants**

1. Relationship problems with superiors: dealing with difficult boss
2. Bureaucratic constraints: Organizational size and bureaucratic systems
3. Work-family conflict: struggling to find the right balance between work and family responsibility
4. Relationship-problems with colleagues: Dealing with a difficult co-worker
5. Performance pressure: Increased workload, extremely long work hours and intense pressure to perform at peak
6. Job insecurity: metamorphic changes and related consequences



# Work Stress Scale

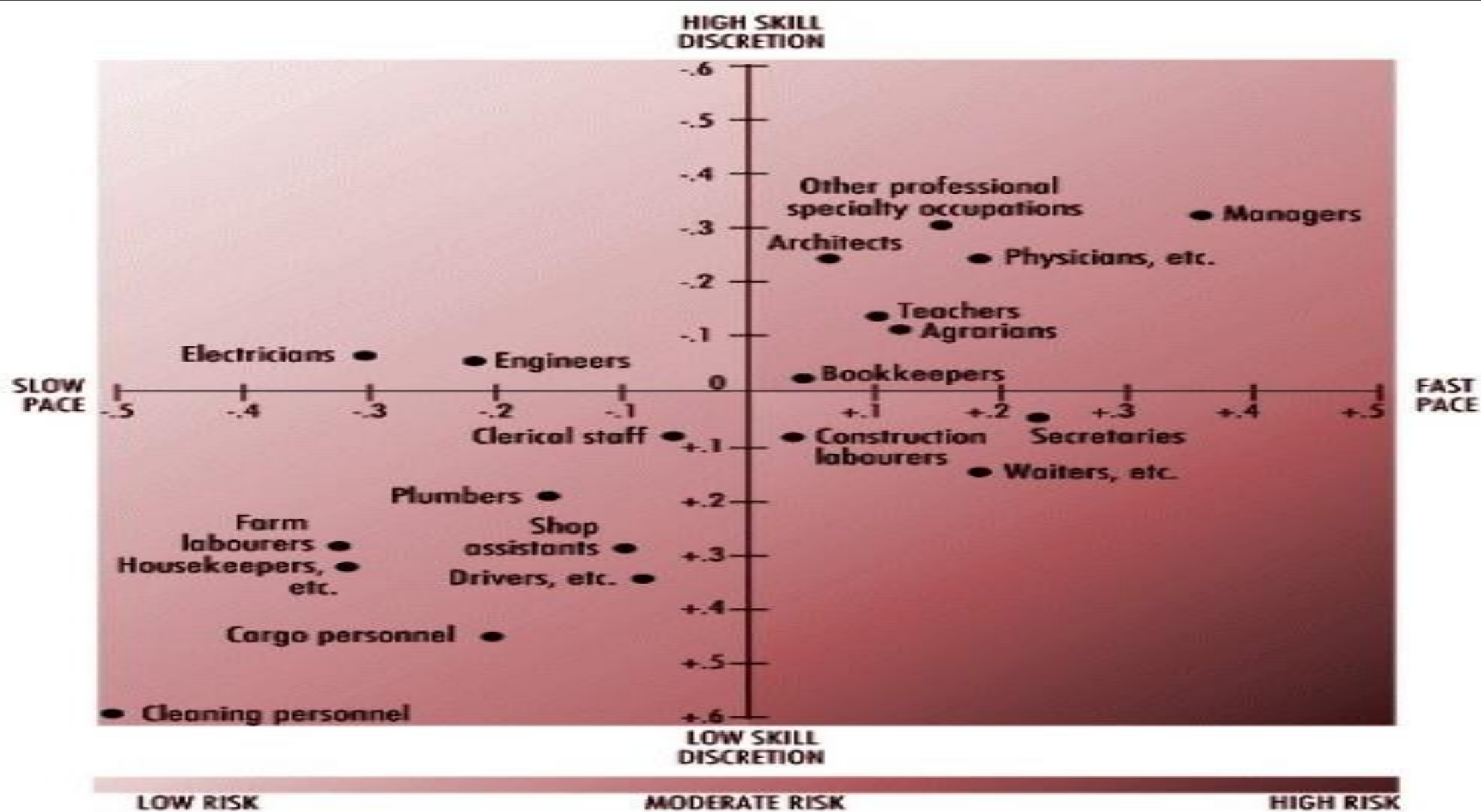


- <https://www.stress.org/wp-content/uploads/2023/02/The-Workplace-Stress-Scale.pdf>

# Psychological well-being (WHO-5)



[https://qxmd.com/calculate/calculator\\_535/who-five-well-being-index-who-5](https://qxmd.com/calculate/calculator_535/who-five-well-being-index-who-5)



The scores on the two axes are Z-transformed, resulting in 0 for the mean of the whole Dutch working population. The scores of 95% of this population are within a range of -1 to +1. The higher the stress risk, the higher the risk of mental ill health.

Source: Houtman and Kompier 1995.

# Common Workplace Mental Health problems

## Depression

Signs of depression at the workplace may include:

- Persistently sad moods
- Low motivation or fatigue
- Unusual absences and drop in productivity
- **Discussion or jokes** about suicidal thoughts or intentions
- Skipping lunch regularly, not eating
- Drug or alcohol abuse

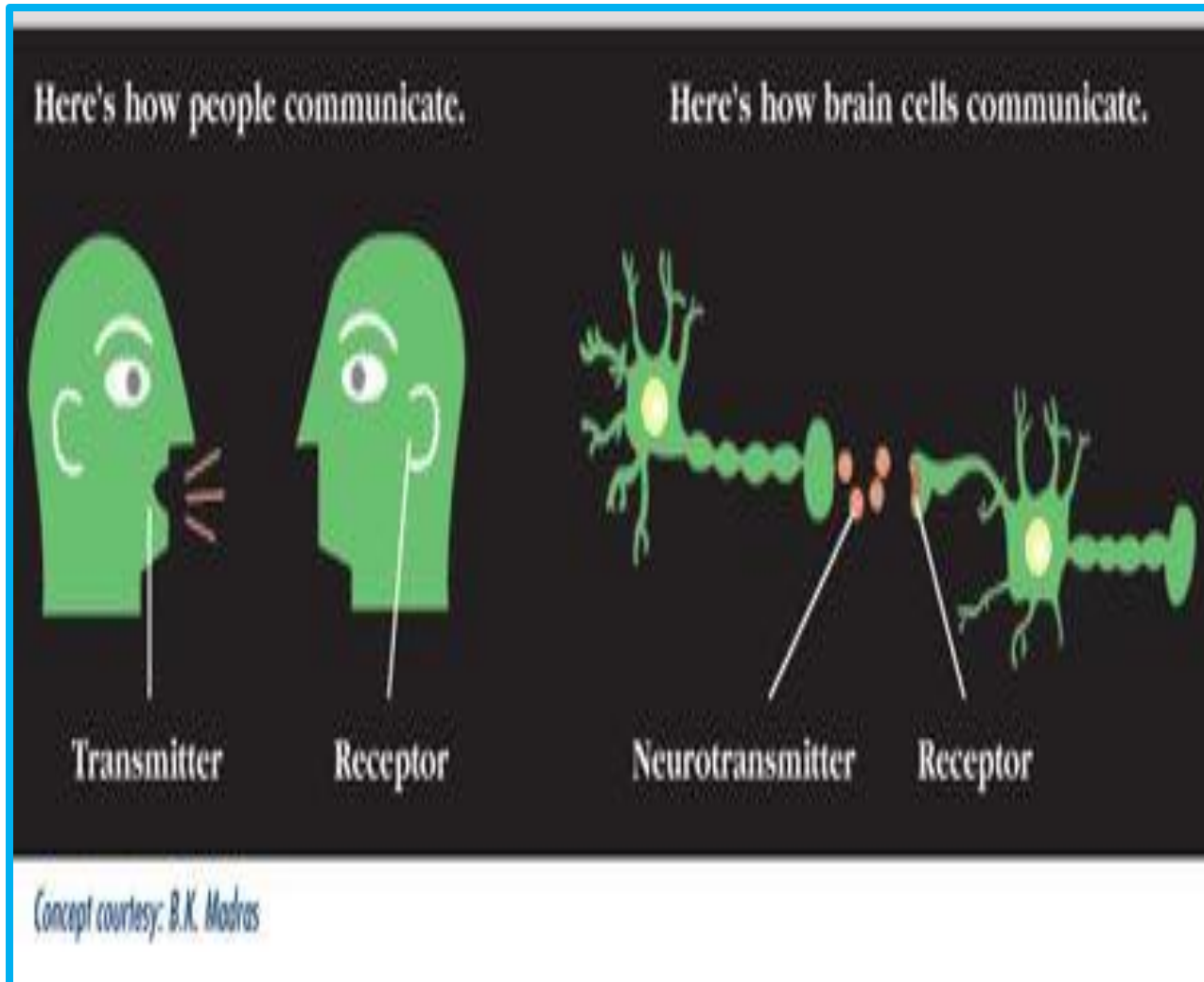
# Common Workplace Mental Health problems

- **Social anxiety.** avoiding happy hours, difficulty confronting co-workers, or other interpersonal struggles
- **General anxiety.** often worrying about their future at the company constantly stressed over deadlines or tasks, or fear over perceived tension and disaster when no problem exists.
- **Obsessive-Compulsive Disorder (OCD).** is characterized by unreasonable thoughts and fears (obsessions) that lead to compulsive behaviors e.g. hand washing, closing the door, and toileting.

# Substance use disorder

- Employees who are under a significant amount of stress, feel hopeless or worthless at their job, or experience any other negative work-related issue, may opt for substances as an easy way out.

# How Psychoactive Substances Work ?



- Because of their chemical structure, alcohol and drugs have dramatic effects on neurotransmitters in CNS
- Effects on:
  - Mental processes
  - Behavior
  - Perception
  - Alertness



# Types of substance

- There are two types
  1. **Licit (Legal):** Legal substance approved by the law for sale over the counter including caffeine, alcohol, nicotine, and inhalers (nail polish, glue, gasoline, pit latrines smell) or doctor's prescription (benzodiazepines, amphetamines, tranquilizers, steroids, analgesics, barbiturates etc).
  2. **Illicit (Illegal)** - these are substances restricted by the laws including cocaine, heroin, khats/"*Mirungi*" (in Tanzania), hallucinogens drugs, and cannabis (Marijuana and hashish) or prescribed drugs when diverted from their proper use e.g morphine, synthetic opiates such as fentanyl are the most abuse drugs by the health professionals due to easy availability.

# WHO Overall Mental Health Policy

- Increase awareness of mental health issues
- Support employees at risk
- Provide treatment for employees with a problem
- Changing the organization of work
- Reintegrating employees with a problem into the workplace

[World Health Organization.](#)  
[“Mental Health Policies and Programmes in the Workplace.”](#)

# Benefit of mental health and well-being

Higher mental health and well-being can lead to employees with:

- greater work productivity,
- more prosocial behaviors,
- increased creativity,
- increased longevity,
- improved physical health, and
- more positive interpersonal relationships (Ruggeri et al., 2020)

# Beneficial policies

- Encourage employees to use their vacation days
- Use lunch for social activities or walking with colleagues
- Set the expectation that employees don't respond to emails overnight or over the weekend
- Normalize talking about stress or other mental health problems
- Encourage employees to take naps ???

# Beneficial policies

- Create quiet spaces for relaxation
- Train managers to recognize signs and symptoms of mental health problems among team members
- Team-building with physical activities (like walk-a-thons)
- Meaningful retreats (initiate dialogues around workplace values, culture, and mental health)
- Clear leadership support for EAP and confidentiality around it

# Conclusion

- The development and implementation of a workplace mental health policy and programs will benefit the health of employees and productivity of the company
- Psychosocial intervention, stress management training and health promotion interventions have a positive impact on mental well-being of employees.

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