



A Conceptual Study on Workplace Stress and Employee Mental Well-Being in Corporate Organizations

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ABSTRACT

Workplace stress has become a major concern in modern corporate organizations due to increasing competition, technological advancements, high performance expectations, and changing work patterns. Employees today face constant pressure to meet deadlines, achieve targets, and adapt to evolving job roles. While a moderate level of stress may enhance motivation and performance, excessive and prolonged stress can negatively affect an employee's mental well-being and overall organizational productivity.

Employee mental well-being plays a crucial role in maintaining job satisfaction, engagement, emotional stability, and long-term organizational commitment. When workplace stress is not properly managed, it can lead to burnout, anxiety, depression, emotional exhaustion, and reduced morale. These psychological outcomes not only affect individual employees but also impact organizational performance through increased absenteeism, high turnover rates, and lower efficiency.

This conceptual study examines the relationship between workplace stress and employee mental well-being in corporate organizations through an extensive review of existing literature, research articles, and institutional reports. The study identifies major workplace stressors such as excessive workload, role ambiguity, job insecurity, poor leadership, lack of managerial support, and work-life imbalance. It further analyzes how these stressors influence employees' psychological health and workplace behavior.

Based on the review of secondary data, the findings indicate a strong negative relationship between workplace stress and mental well-being. Organizations that fail to address stress-related issues may experience decreased employee engagement and weakened organizational culture. On the other hand, companies that implement supportive HR practices, promote work-life balance, and introduce mental health initiatives create healthier and more productive work environments.

The study concludes that workplace stress management should be treated as a strategic organizational priority rather than a reactive measure. Promoting mental well-being is essential for building resilient employees and ensuring sustainable organizational growth in today's dynamic corporate environment.

Keywords: Workplace Stress, Employee Mental Well-being, Burnout, Work-Life Balance, Job Satisfaction, Organizational Culture



INTRODUCTION

In the 21st century corporate world, organizations operate in a highly competitive and dynamic environment. Employees are expected to meet deadlines, achieve performance targets, adapt to technological changes, and maintain high productivity levels. While such expectations drive growth, they also generate significant stress.

According to the World Health Organization, mental well-being is a state in which an individual can cope with normal stresses of life, work productively, and contribute to the community. However, excessive workplace stress disrupts this balance.

The International Labour Organization recognizes occupational stress as a global issue affecting both developed and developing economies.

2.1 Concept of Workplace Stress

Workplace stress occurs when job demands exceed an employee's capacity to cope. It may be:

- Acute Stress (short-term pressure)
- Chronic Stress (long-term exposure)
- Eustress (positive stress)
- Distress (harmful stress)

2.2 Importance of Mental Well-being in Organizations

Employee mental well-being influences:

- Productivity
- Innovation
- Decision-making
- Organizational commitment
- Employee retention

Modern HR practices now emphasize psychological safety and emotional resilience as core strategic priorities.



REVIEW OF LITERATURE

1. Lomotey, S. (2025). Workplace Stress and Mental Health-Examining the Impact of Work on Mental Health and Wellbeing of Employees and Developing Strategies for Promoting Mental Health in the Workplace. *International Journal of Human Research and Social Science Studies*. <https://doi.org/10.55677/ijhrsss/04-2025-vol02i11>.
This study examined how workplace stress affects employees' mental health and wellbeing using survey data from 380 professionals in Ghana. It found that excessive workload, poor managerial support, and poor work-life balance were the main stressors, negatively impacting psychological wellbeing. Organizational support systems such as Employee Assistance Programs (EAPs) and mental health training were linked to lower stress and higher job satisfaction. The study concludes that workplace stress requires systemic, organization-level interventions, and proposes a multi-level strategy including policy changes, leadership development, and employee resilience-building to create a healthier work environment.
2. Anwar, M., Tahir, M., Khan, Y., & Gul, H. (2025). The Impact of Workplace Stress on Employee Health: Exploring the Relationship Between Work Demands, Job Control, and mental Health Outcomes. *ACADEMIA International Journal for Social Sciences*. <https://doi.org/10.63056/acad.004.02.0323>.
This study found that high job demands and long working hours increase anxiety and depression, while greater job control reduces mental health problems. It highlights the need for organizations to reduce workloads, limit overtime, and promote employee autonomy to manage workplace stress effectively.
3. Ahmad, N., Diyali, C., & Guite, N. (2025). THE IMPACT OF WORK-RELATED STRESS: A STUDY ON WORKPLACE CULTURE AND MENTAL HEALTH. *Lex localis - Journal of Local Self-Government*. <https://doi.org/10.52152/wqzddv31>.
This study examines how work-related stress affects employees' mental health, particularly depression and anxiety. Using a secondary qualitative approach, it identifies key stressors such as excessive workload, long hours, job insecurity, poor management, and toxic workplace culture. The study highlights the importance of supportive workplace culture, stress management programs, and mental health initiatives. It concludes that organizations should promote work-life balance, open communication, and employee well-being to reduce stress and improve productivity.
4. Talavera, R. (2025). Psychological and Workplace Stress: Basis for Company-Based Mental Health Program. *International Journal on Multidisciplinary and Applied Research*. <https://doi.org/10.63236/ijmar.1.1.1>.
This study explored the link between workplace stress and psychological distress using survey tools (K10 and WSS). Results showed that employees experienced moderate distress, with most falling under mild disorder levels. A significant relationship was found between workplace stress and psychological distress, though no major demographic differences appeared. The study emphasizes the need for targeted mental health programs, such as Project KASAMA, to reduce stress and promote a supportive and productive workplace culture.



5. Ahmad, N., Ullah, I., Aziz, M., & Iqbal, F. (2025). Investigating Stress, Burnout, and Organizational Factors Contributing to Psychological Well-being at Work. *Review of Education, Administration & Law*. <https://doi.org/10.47067/real.v8i1.401>.
This quantitative study examined the relationship between work stress, organizational factors, and employee well-being among 350 employees from various industries. Findings showed a strong negative relationship between work stress and well-being. Leadership style and workplace culture significantly influenced stress and burnout levels. The study highlights the importance of positive organizational practices and mental health strategies to improve employee resilience and overall well-being.
6. Mutta, A., Varma, A., & Srivastava, S. (2025). Broken Minds, Broken Profits: The Impact of Workplace Stress on Employee Productivity and Mental Health in Indian Industries.. *International Journal For Multidisciplinary Research*. <https://doi.org/10.36948/ijfmr.2025.v07i06.60596>.
This paper examines workplace stress in Indian corporate and IT sectors, highlighting its negative impact on employee well-being, retention, and productivity. Drawing on psychological frameworks like the Job Demand–Control Model and Flow Theory, it shows that long hours, unrealistic deadlines, and poor management contribute to burnout and attrition. With over 60% of Indian employees experiencing high stress levels, the study calls for systemic interventions such as greater autonomy, work–life balance, and digital wellness programs to build sustainable and resilient workplaces.
7. Ansari, Z. (2025). Challenges and Impact of Workplace Stress on Employee Health and Productivity. *Journal of Informatics Education and Research*. <https://doi.org/10.52783/jier.v5i1.2071>.
This paper discusses how workplace stress negatively affects employee health, morale, and productivity. Major causes include heavy workloads, low control, poor work–life balance, and toxic culture. Chronic stress leads to burnout, anxiety, and reduced performance. The study recommends organizational interventions and wellness programs to create a healthier and more productive workforce.
8. Rajappan, D., Pandian, A., Santhi, I., & Lekshmi, R. (2025). Occupational stress: Analyzing the factors affecting the well-being and mindfulness of information technology employees at the workplace. *WORK*, 82, 1131 - 1142. <https://doi.org/10.1177/10519815251353461>.
This study examines occupational stress among IT employees and its impact on well-being and mindfulness. Using a survey of 260 employees and statistical analysis (ANOVA and SEM), the research found that individual, organizational, and environmental factors significantly contribute to workplace stress. The study concludes that these stressors affect employee well-being and highlights the importance of mindfulness and organizational strategies in managing stress effectively.
9. Islam, Z., Sultana, D., Parveen, S., & Raza, R. (2025). ANALYZING THE IMPACT OF WORKPLACE STRESS ON EMPLOYEES HEALTH AND PRODUCTIVITY. *Journal of Informatics Education and Research*. <https://doi.org/10.52783/jier.v5i1.2402>.
Workplace stress significantly affects employees' physical and mental health, job satisfaction, and productivity. Long-term stress is linked to anxiety, depression, heart disease, and reduced



work performance. Stressed employees often show lower motivation, engagement, and decision-making ability, leading to decreased output. This study examines the prevalence of workplace stress, its impact on health and productivity, and gender differences, aiming to support targeted strategies to reduce stress and improve organizational performance.

10. Piao, X., Xie, J., & Managi, S. (2022). Environmental, social, and corporate governance activities with employee psychological well-being improvement. *BMC Public Health*, 22. <https://doi.org/10.1186/s12889-021-12350-y>.

This study examined how corporate ESG activities affect employees' occupational stress using data from nearly 42,000 employees in Japan. Results showed that certain environmental and social initiatives improved psychological well-being, especially actions supporting clean technology and work-life balance. However, some governance activities were linked to higher stress levels. The study suggests that while ESG efforts can benefit employees, organizations must carefully manage their impact on occupational stress, particularly during governance reforms.



RESEARCH METHODOLOGY

The way we do research is by following a step by step process to collect and analyze data. This study is based on information that already exists, like what other people have written about before. We are looking at this information to understand how workplace stress affects employees.

Research Design

We want to know how stress at work and mental health of employees are related. We are comparing the results of other people's studies to see what they have found.

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Nature of Research

This study is about looking at what people have written about workplace stress. We are reading articles, reports and books to find patterns and see what we can learn.

Type of Data

We are using information that already exists, like articles and reports. We did not ask people questions. Do any surveys ourselves.

Sources of Data

We got our information from:

- journals where experts write about their research
- Books and research papers on the topic
- Reports from important organizations
- Reports from companies about their employees
- Online databases like Google Scholar



We also looked at reports from organizations like the World Health Organization to see what they have to say about workplace stress.

OBJECTIVES OF THE STUDY

We want to:

1. Understand what workplace stress is and how it affects employees.
2. Figure out what causes workplace stress.
3. See how workplace stress affects employees mental well-being.
4. Look at what happens to companies when employees are stressed for a time.
5. Find ways to reduce workplace stress and improve health.

HYPOTHESIS OF THE STUDY

We have two ideas:

H0: Workplace stress does not affect employees mental well-being.

H1: Workplace stress does affect employees mental well-being.

HYPOTHESIS TESTING

Since we are using existing information we are looking at what other people have found out. Many studies have shown that there is a connection between workplace stress and mental health problems like anxiety and depression.

Most studies show that:

- When employees have much work they get stressed.
- When employees are stressed for a time they are not happy with their jobs.
- employees are more likely to miss work or want to quit.
- When companies support their employees it reduces stress.

Based on what we found we think that H1 is correct and H0 is not.



SCOPE OF THE STUDY

This study is about:

- organizations
- How workplace stress affects employees and companies
- We are looking at studies from around the world
- We are only looking at information from the last 10-15 years
- We are only using existing information not doing any new surveys or interviews.

DATA COLLECTION METHOD

We are using existing information like:

- journals
- Books
- Reports from organizations
- Online databases
- Case studies from companies

We did not do any new surveys or interviews.

DATA ANALYSIS

We looked at the information we collected.

Found themes related to workplace stress like too much work and poor management.

Compared findings from studies.

Looked at the numbers and statistics to see what they meant.

What we found:

- much work and not enough time are big stress factors.



- When managers are not supportive employees get burned out.
- Stress affects health, productivity and job satisfaction.
- Companies that care about their employees well-being have burnout.

LIMITATIONS OF THE STUDY

This study has some limitations:

1. We only used existing information.
2. We did not do any surveys or interviews.
3. Our findings depend on what other people have found out.
4. We only looked at organizations.
5. Different cultures and industries might have results.

SUGGESTIONS & RECOMMENDATIONS

Based on what we found we suggest:

1. Companies should have programs to help employees with stress.
2. Companies should help employees balance work and life.
3. Companies should have workshops on stress management.
4. Managers should be supportive. Care about their employees.
5. Companies should encourage communication and make employees feel safe.
6. Companies should have programs to raise awareness about health.
7. Companies should check in with employees regularly to see how they are doing.

Companies should make mental well-being a priority not just something they do when there is a problem.



Caselet: Tata Consultancy Services

TCS operates in a competitive IT environment where employees face tight deadlines, global client pressure, and continuous performance expectations. These factors often lead to workplace stress, burnout, and reduced job satisfaction.

To manage stress and support mental well-being, TCS introduced Employee Assistance Programs (EAPs), flexible work options, and wellness initiatives.

This case shows that proactive HR practices are essential to reduce workplace stress and improve employee well-being and productivity.

CONCLUSION

Workplace stress is an issue in today's corporate world. With much competition and pressure to perform, employees can get stressed. A little bit of stress can be okay. Too much stress can hurt employees' mental well-being.

This study shows that much work, poor management and lack of support are big causes of workplace stress. When stress goes on for long, it can lead to burnout, anxiety and depression. Many studies have found that workplace stress affects employees' mental health.

Our study supports the idea that workplace stress does affect employees' mental well-being. Companies that ignore employee health can have big problems, like high turnover and low productivity.



So companies should make employee mental well-being a priority. They should create a work environment help employees balance work and life and encourage open communication. When employees feel valued and supported they are more productive and happy.

In conclusion taking care of employees mental being is important, for both employees and companies. Companies should make it a priority to build an healthy workforce.

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