Navigating Work-Life Harmony: The Effects of Corporate Culture on Mental Health

Dr. D. Shobana[1] and Dr. I. Siddiq[2]
Assistant Professor, Department of Management Studies[1]
Director and Associate Professor, School of Commerce[2]
St. Joseph University, Chumoukedima, Nagaland, India[1]
Sree Saraswathi Thyagaraja College, Pollachi, Coimbatore, Tamilnadu, India[2]

Abstract*: In today's settings, finding work-life balance has become more crucial than ever, and this has significant effects on the mental health of employees. In order to clarify the critical role that work settings play in influencing people's mental health outcomes, this study explores the complex relationship between corporate culture and mental health.Through a comprehensive review of existing literature, it becomes evident that corporate culture significantly influences employee attitudes, behaviors, and mental health (Cameron & Quinn, 2011; Schneider et al., 2017). This research examines the dimensions of organizational culture, encompassing its norms, values, leadership styles, and policies, to discern their impact on WLB and mental health.*

Empirical evidence consistently underscores the association between a supportive corporate culture and positive mental health outcomes (Schein, 2010; Hofstede, 2011). Conversely, toxic cultures characterized by high stress, excessive workload, and lack of support mechanisms have been linked to increased stress, burnout, and deteriorating mental health among employees (Maslach et al., 2001; Leiter &Maslach, 2009).This study aims to identify critical factors within organizational frameworks that either foster or hinder WLB and subsequently effect mental health. By examining successful case studies and interventions promoting mental wellness within corporate cultures (Ryan & Deci, 2017; Spreitzer et al., 2012), it seeks to provide actionable insights for leaders and policymakers to cultivate environments conducive to WLB and bolster employee mental health.

The findings of this research will contribute to a deeper understanding of the nexus between corporate culture, WLB, and mental health, offering valuable implications for fostering supportive cultures that prioritize employee health and productivity..

Keywords: Work stress, Organizational support, Psychological well-being, Work-life integration, Employee mental health, Organizational policies, Workload management, Leadership styles, Employee productivity

I. INTRODUCTION

Finding a strong balance between both personal and professional life is an important goal for employee well-being in today's hectic work environment. This research embarks on a critical exploration into the intricate relationship between corporate culture and mental health, aiming to dissect how workplace environments influence an individual's mental well-being. The study delves into the multifaceted dimensions of corporate culture, examining its pervasive impact on employee attitudes, behaviors, and mental health outcomes. By scrutinizing the organizational norms, values, and practices, this research endeavors to unravel their direct and indirect effects on fostering or hindering a conducive environment for work-life harmony. Recognizing the profound implications of an unsupportive workplace culture on mental health, this study seeks to identify pivotal factors within organizational frameworks that contribute to stress, burnout, and psychological strain among employees. Conversely, it aims to highlight the catalysts and strategies within positive corporate cultures that nurture mental wellness, resilience, and a balanced work-life integration.

Ultimately, this research endeavors to provide insights that can inform and guide organizational leaders, policymakers, and stakeholders in fostering cultures that prioritize mental health, thereby fostering environments conducive to work-life harmony for enhanced employee well-being and productivity.

II. REVIEW OF LITERATURE

Cameron, K. S., & Quinn, R. E. (2011)aimed to introduce the Competing Values Framework for diagnosing corporate cultures and understanding their impact on employee behavior and performance. The book presents a framework involving quantitative and qualitative assessments to diagnose and change corporate cultures through surveys, interviews, and case studies. It highlights how different cultural types affect employee attitudes, behaviors, and performance within organizations, indicating the need for alignment between culture and employee well-being.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2017) aims to explore the influence of organizational climate and culture on employee experiences, job satisfaction, and mental health outcomes. It provides a comprehensive review of existing literature, synthesizing findings from empirical studies and meta-analyses across various organizational contexts. The review identifies that congruence between employee perceptions and organizational values positively impacts employee well-being, emphasizing the role of a supportive culture in fostering mental health.

Schein, E. H. (2010) aims to explore the intricate relationship between corporate culture and leadership styles, emphasizing their influence on employee behavior and well-being. The book draws on case studies and empirical research to illustrate the role of leaders in shaping and maintaining corporate cultures. It highlights how leaders' actions and behaviors significantly impact corporate culture, underscoring the need for supportive leadership in fostering a culture conducive to employee mental health.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001) aims to delve into the concept of burnout and its relationship with workplace stressors, exploring its impact on employee mental health. It synthesizes findings from empirical studies and longitudinal research on burnout across various professions and industries. It identifies burnout as a consequence of prolonged workplace stress, highlighting its detrimental effects on mental health and advocating for organizational interventions to mitigate burnout.

Leiter, M. P., &Maslach, C. (2009)aims to explore the relationship between burnout and nurse turnover, examining burnout as a mediating factor impacting mental health and retention. It employs surveys and longitudinal studies to investigate the prevalence of burnout among nurses and its association with turnover intentions. The study underscores the role of burnout in nurse turnover, emphasizing the need for organizational support and strategies to address burnout and improve mental health among healthcare professionals.

These literature sources collectively provide a comprehensive understanding of corporate culture, its influence on workplace dynamics, and its impact on employee mental health and well-being.

2.1 OBJECTIVES OF THE STUDY
- To evaluate corporate culture dimensions impacting work-life balance (WLB) and employee mental health.
- To analyze stressors in diverse corporate cultures linked to mental health issues.
- To explore employee perceptions of corporate cultures on WLB and mental health.
- To examine coping strategies for work-related stress in varied corporate cultures.
- To investigate how leadership styles influence employee mental health and WLB.
- To identify effective interventions in positive corporate cultures for mental wellness and WLB.

These goals seek to give a thorough grasp of how corporate culture affects WLB and mental health, as well as suggestions for areas in which workplace conditions may be improved.

III. RESEARCH METHODOLOGY

Secondary data are only used in the Study. A variety of organizations, agencies, publications, websites, economic journals, annual reports, and other sources provided the secondary data that served as the foundation for this investigation. The research is descriptive.

IV. DIMENSIONS OF CORPORATE CULTURE IMPACTING WLB AND EMOTIONAL WELLBEING

Corporate culture encompasses various elements that significantly influence WLB and employee emotional wellbeing. These dimensions interact to establish a setting that either promotes or inhibits the wellbeing of employees.

Leadership Attitude and Encouragement Methods:

Leadership philosophies that emphasize empathy, support, and direct interaction positively impact employee psychological well-being and WLB. Transformational leadership creates a favorable atmosphere by empowering staff members and promoting their wellbeing.

Openness and Communication:

Transparent communication within a corporate culture cultivates trust and reduces ambiguity, positively affecting mental health. Clear communication about expectations and changes minimizes stress and improves WLB.

Tasks and Anticipations:

Overwork and irrational expectations are major causes of stress and affect WLB adversely. Cultures that encourage realistic establishing and managing goals, workload efficiently tends to encourage improved mental wellness in workers.

Work-Life Integration and Flexibility Policies:

Cultures that provide remote work opportunities, flexible work schedules, and encouraging rules for work-life integration positively influence WLB and psychological well-being by empowering workers to successfully manage their professional and personal obligations.

The complex interplay between corporate culture and WLB is a major factor in determining employee psychological wellness. Key factors influencing employee well-being include rules that support flexibility, workload management, communication, and leadership style.

V. STRESSORS IN DIVERSE CORPORATE CULTURES AND THEIR CONNECTION TO PSYCHOLOGICAL PROBLEMS

Analyzing stressors in diverse corporate cultures linked to mental health issues involves understanding various factors contributing to stress in different work environments and their impact on employee well-being. Identifying stressors within diverse corporate cultures is crucial, as they significantly impact the mental health of employees. Understanding these stressors allows for targeted interventions to mitigate their adverse effects.

Time pressure and a heavy workload:

Cultures that emphasize stressful work environments and short deadlines are two factors.

Employees facing an excessive workload without adequate resources or support experience burnout, anxiety, and depression.

Poor Work-Life Balance and Inflexible Policies:

Corporate cultures lacking flexibility in work hours or remote work options hinder work-life balance. Employees struggling to juggle personal and professional responsibilities due to rigid policies experience stress that affects their mental health negatively.

Unclear Communication and Role Ambiguity:

Ambiguous job expectations, unclear communication from management, or inconsistent feedback contribute to stress. Employees facing role ambiguity or feeling their contributions are undervalued may experience anxiety and reduced quality of mind.

hostile work environment and lack of support: toxic work conditions, a lack of support from coworkers or bosses, and poor relationships at work significantly impact mental health. Toxic cultures breed stress, leading to increased absenteeism, turnover, and mental health issues among employees. Diverse stressors within corporate cultures significantly impact employee mental health. High workloads, poor work-life balance, unclear communication, and toxic work environments are key stressors that require attention to foster a healthier workplace.

This analysis highlights specific stressors within corporate cultures and their implications for employee mental health, drawing from established research in the field.

VI. EMPLOYEE PERCEPTIONS OF CORPORATE CULTURES ON WLB AND MENTAL HEALTH

Employee perceptions of corporate cultures significantly influence their well-being, affecting WLB and mental health. Examining these perceptions provides insights into how cultures impact employees' experiences.

Organizational Values and Supportive Environment:

Positive perceptions of organizational values promoting WLB and mental health support contribute to a healthier work environment. Employees in cultures that prioritize well-being perceive higher job satisfaction and reduced stress levels.

Perceived Workload and Expectations:

Employees' perceptions of workload and whether it aligns with realistic expectations affect their mental health. When workload is perceived as manageable and fair, it contributes positively to WLB and mental well-being.

Leadership Behavior and Support:

Employee perceptions of leadership behavior, such as supportiveness, empathy, and recognition, significantly impact mental health. A supportive leadership style fosters a positive culture and enhances WLB.

Communication and Transparency:

Open and transparent communication within a culture is linked to positive perceptions of WLB and mental health. Employees who perceive clear communication channels experience lower stress levels.

Employee perceptions of corporate cultures play a vital role in shaping their work-life balance and mental health. Positive perceptions of organizational values, workload, leadership, and communication contribute to a healthier workplace.

VII. LEADERSHIP STYLES AND WORK-LIFE BALANCE (WLB)

Leadership styles significantly impact employee mental health and work-life balance (WLB) in various ways. Here's an in-depth exploration with contemporary examples:

Autocratic Leadership: Autocratic leaders often demand excessive work hours, leading to a poor WLB and increased burnout among employees. Leaders motivate and inspire employees to achieve exceptional results. They often lead by example and encourage innovation. An example could be **Elon Musk**, known for his transformative vision at Tesla and SpaceX, motivating groups to accomplish challenging objectives (Forbes). He often sets strict guidelines and expects employees to adhere to them without much input. His style has been described as highly autocratic, where he exerts significant control over projects and operations within his companies

Democratic Leadership: This style encourages participation and flexibility, allowing employees to manage their time better, thus promoting a healthier WLB.

Satya Nadella (Microsoft) embodies a democratic leadership style by encouraging collaboration and seeking input from various teams before making critical decisions. Under his leadership, Microsoft has fostered an inclusive work environment, emphasizing teamwork and shared decision-making

Laissez-Faire Leadership: Lack of guidance and supervision in this style can either empower employees to manage their own time effectively or lead to confusion and work overload, negatively impacting WLB.

Richard Branson (Virgin Group) is known for his hands-off approach, allowing teams significant freedom in decision-making and project execution. He delegates authority and encourages innovation by giving employees the autonomy to explore ideas and initiatives within the company (Entrepreneur).

Coach-style Leadership: Coaches help employees set goals and prioritize tasks, aiding in achieving a better balance between work and personal life. Coach-style leaders focus on guiding and mentoring their team members to help them reach their full potential. They facilitate growth by providing constructive feedback, setting goals, and offering resources for skill development. This approach involves fostering a supportive environment where employees feel encouraged to learn and excel. This kind leader often supports work-life balance by understanding their team members' aspirations, strengths, and weaknesses. They encourage a healthy integration of work and personal life, providing guidance on time management and stress reduction techniques. By nurturing individual growth and capabilities, these leaders indirectly promote a balanced lifestyle.

Bill Campbell (Former Chairman of Intuit and board member at Apple) known as the "Coach of Silicon Valley," Campbell's leadership style involved mentoring and coaching numerous influential leaders in the tech industry,

IJARSCT

ISSN (Online) 2581-9429

International Journal of Advanced Research in Science, Communication and Technology (IJARSCT)

International Open-Access, Double-Blind, Peer-Reviewed, Refereed, Multidisciplinary Online Journal

Impact Factor: 7.53

Volume 4, Issue 2, January 2024

including Steve Jobs and Larry Page. He emphasized the importance of coaching to develop talent, encourage teamwork, and maintain a positive work culture (Harvard Business Review).

Servant Leadership: Team members' needs are given top priority by leaders, who want to foster their personal and professional development. Servant Leadership revolves around prioritizing the needs of others before one's own. Leaders in this style focus on serving their team members, fostering a sense of community, and supporting individual growth. They aim to empower employees, enhance their well-being, and create a positive impact on society. Servant leaders are deeply concerned about their employees' holistic well-being, including work-life balance. By understanding and accommodating personal needs, they create a supportive environment where employees feel valued and understood. They encourage flexibility, empathetic listening, and personal development, contributing to a healthier work-life balance.

Indra Nooyi (Former CEO of PepsiCo): Nooyi exemplified servant leadership by focusing on employee well-being and professional development during her tenure. She introduced initiatives supporting work-life balance, like flexible work hours and career advancement programs, reflecting her commitment to serving her employees' needs (Harvard Business Review).

Netflix Company is often cited for its approach to WLB. They emphasize results rather than strict working hours, allowing employees the flexibility to manage their time effectively. This approach empowers individuals to maintain better WLB while achieving goals (Harvard Business Review).

These examples showcase how contemporary leaders exhibit various leadership styles, such as autocratic, democratic, or laissez-faire, impacting their organizational cultures and approaches to decision-making. Additionally, integrating WLB initiatives reflects the importance placed on employee well-being and productivity in today's workplace.

VIII. INTERVENTIONS AND BEST PRACTICES

Policies, programmes, and a supportive environment must all be combined in a comprehensive way to create a corporate culture that supports mental well-being and WLB.

Dedication to Leadership and Advocacy

a. Modelling Leadership Behaviour: To set an example for the entire company, executives and managers should prioritize and exhibit mental well-being and WLB.

b. Training for Leaders: Give leaders the training they need to identify, support, and deal with mental health and WLB issues.

Policy Development and Implementation

a. Comprehensive Policies: Provide inclusive, transparent policies that promote mental health, such as mental health days, remote work choices, and flexible work schedules.

b. Accessibility: Make sure all staff members have easy access to and knowledge of the policies.

Promoting Awareness and Reducing Stigma

a. Education Programs: Provide training sessions, seminars, or workshops to lessen stigma and increase public understanding of mental health issues.

b. Open Dialogue: Foster candid conversations around mental health during team meetings or via employee resource groups.

Creating a Supportive Work Environment

a. Mentorship and Support Networks: Create networks of support or mentorship programmes where staff members can ask for advice or exchange experiences.

b. Workload Management: To lower stress levels, make sure tasks are reasonable and doable.

Providing Resources and Services

a. Employee Assistance Programs (EAPs): Provide private counseling or Employee Assistance Programmes (EAPs) to offer expert assistance for mental health concerns.

b. Access to Wellness Activities: Make wellness programmes, exercise centers, meditation classes, etc. accessible.

Regular Evaluation and Feedback

a. Surveys and Feedback Mechanisms: To determine employee happiness, stress levels, and mental health needs, conduct surveys or feedback sessions regularly.

b. Continuous Improvement: Utilise gathered data to modify and enhance current policies and programmes.

Flexibility and Adaptability

a. Customization: Recognize that different employees have different needs; offer flexible solutions tailored to individual circumstances.

b. Technology and Remote Work: Make use of technology to enable remote work and meet a range of schedules.

All organizational levels must maintain their commitment to implementing these strategies. Adapting these procedures to the unique requirements and organizational culture of your business will guarantee a more successful and significant strategy for improving WLB and mental wellness. The adoption of these interventions and best practices within good corporate cultures has a substantial positive impact on employee mental wellness, stress reduction, and work-life balance. The efficiency of these tactics is further ensured by customizing them to the unique needs and dynamics of the organization.

IX. CONCLUSION

This research study underscores the pivotal role of corporate culture in shaping the delicate balance between work and personal life while significantly impacting employee mental health. Through an in-depth exploration of various corporate cultures and their influences, it's evident that a supportive and inclusive culture tends to foster better work-life harmony and positively impacts mental health outcomes. Conversely, cultures emphasizing high pressure, rigidity, or lack of support often lead to heightened stress levels and challenges in achieving WLB. Understanding the nuanced dynamics of different cultures offers valuable insights into creating environments that prioritize employee well-being, thereby nurturing healthier work-life integration and promoting mental wellness within organizations.

REFERENCES

[1]. Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. Psychological Science in the Public Interest, 16(2), 40–68.

[2]. American Psychological Association. (2012). Work, Stress, and Health: Current Challenges and Future Directions. American Psychological Association.

[3]. Avolio, B. J., & Bass, B. M. (1991). The full range of leadership development. Binghamton, NY: Bass, Avolio & Associates.

[4]. Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire: Manual and sampler set. Mind Garden, Inc.

[5]. Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. Journal of Occupational Health Psychology, 10(2), 170–180.

[6]. Bass, B. M., & Riggio, R. E. (2006). Transformational leadership. Psychology Press.

[7]. Bass, B. M., & Stogdill, R. M. (1990). Bass & Stogdill's Handbook of Leadership: Theory, Research & Managerial Applications. Simon and Schuster.

[8]. Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and Changing Corporate culture: Based on the Competing Values Framework. John Wiley & Sons.

[9]. De Witte, H. (2000). Work, organizational changes and stress. Scandinavian Journal of Work, Environment & Health, 26(1), 7–14.

[10]. De, K. (2017). Measurement of body composition by upper arm anthropometry. *Current Pediatric Research*, *21*(1), 0–115. https://www.abacademies.org/articles/the-impact-of-time-management-on-employee-productivity-6424.html

[11]. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. Journal of Applied Psychology, 86(3), 499–512.

[12]. Derks, D., van Duin, D., Tims, M., & Bakker, A. B. (2015). Smartphone use and work-home interference: The moderating role of social norms and employee work engagement. Journal of Occupational and Organizational Psychology.

[13]. Eurofound & EU-OSHA. (2014). *Psychosocial risks in Europe: Prevalence and strategies for prevention*. Publications Office of the European Union.

[14]. Fitzgerald, L. F., Drasgow, F., Hulin, C. L., Gelfand, M. J., &Magley, V. J. (1997). Antecedents and consequences of sexual harassment in organizations: A test of an integrated model. Journal of Applied Psychology, 82(4), 578–589.

[15]. *Flexible Work Arrangements and Employee Well-Being.*(2023). Apa.org; International Journal of Stress Management.https://www.apa.org/pubs/journals/releases/str-8629.pdf

[16]. Golden, T. D., &Eddleston, K. A. (2008).Flexible work arrangements: What are we trading off to gain flexibility?Academy of Management Perspectives.

[17]. Goleman, D., &Boyatzis, R. (2008).Primal leadership: Realizing the power of emotional intelligence. Harvard Business Press.

[18]. Greenberg, N. & Weston, D. (2018).*Creating a mentally healthy workplace: A leadership challenge.* International Review of Psychiatry.

[19]. Greenhaus, J. H., &Beutell, N. J. (1985).Sources of conflict between work and family roles. Academy of Management Review, 10(1), 76–88.

[20]. Greenleaf, R. K. (2002). Servant leadership: A journey into the nature of legitimate power and greatness.Paulist Press.

[21]. Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). Journal of Management, 35(4), 837-856.

[22]. Harvey, S.B. et al. (2014). *Developing a mentally healthy workplace: A review.*Journal of Occupational Health Psychology.

[23]. Henderson, M. et al. (2014).*Promoting mental health in the workplace: A European policy perspective.*International Journal of Mental Health Promotion.

[24]. Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. Online Readings in Psychology and Culture, 2(1), 8.

[25]. Jain, A. K. (2016). *Work-life balance: A literature review.* Journal of Management Values.

[26]. Kabat-Zinn, J. (2013). Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness.Bantam Books.

[27]. Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). Organizational stress: Studies in role conflict and ambiguity.

[28]. Karasek, R., & Theorell, T. (1990). Healthy Work: Stress, Productivity, and the Reconstruction of Working Life. Basic Books.

[29]. Kelloway, E. K., Barling, J., &Helleur, J. (2000).Enhancing transformational leadership: The roles of training and feedback. Leadership & Organization Development Journal, 21(3), 145–149.

[30]. Kelly, E. L., & Moen, P. (2007).Rethinking the Clockwork of Work: Why Schedule Control May Pay Off at Work and at Home.Advances in Developing Human Resources.

[31]. Komives, S. R., Lucas, N., & McMahon, T. R. (2013).Exploring Leadership: For College Students Who Want to Make a Difference.John Wiley & Sons.

[32]. Kossek, E. E., & Lambert, S. J. (2005).Work and Life Integration: Organizational, Cultural, and Individual Perspectives.Lawrence Erlbaum Associates.

[33]. LaMontagne, A.D. et al. (2014). *Workplace mental health: Developing an integrated intervention approach.* BMC Psychiatry.

[34]. Leiter, M. P., &Maslach, C. (2004). Areas of worklife: A structured approach to organizational predictors of job burnout. In Emotional and Physiological Processes and Positive Intervention Strategies (Research in Occupational Stress and Well-Being, Volume 3) (pp. 91–134). Emerald Group Publishing Limited.

[35]. Leiter, M. P., &Maslach, C. (2009). Nurse turnover: The mediating role of burnout. Journal of Nursing Management, 17(3), 331-339.

[36]. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001).Job burnout. Annual Review of Psychology, 52(1), 397-422.

[37]. Morrison, E. W., & Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. Academy of Management Review, 25(4), 706-725.

[38]. Morrison, E. W., & Robinson, S. L. (1997).When employees feel betrayed: A model of how psychological contract violation develops. Academy of Management Review, 22(1), 226-256.

[39]. Nielsen, K., &Einarsen, S. (2012). Outcomes of exposure to workplace bullying: A meta-analytic review. Work & Stress, 26(4), 309–332.

[40]. Nielsen, K., & Randall, R. (2012).The importance of employee participation and perceptions of changes in procedures in a teamworking intervention. Work & Stress, 26(2), 91-111.

[41]. Podsakoff, N. P., LePine, J. A., &LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. Journal of Applied Psychology, 92(2), 438–454.

[42]. Ryan, R. M., & Deci, E. L. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.

[43]. Ryan, R. M., & Deci, E. L. (2017). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.

[44]. Schein, E. H. (2010). Corporate culture and Leadership.John Wiley & Sons.

[45]. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2011). Organizational climate and culture. Annual Review of Psychology, 64, 361-388.

[46]. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2017). Organizational climate and culture. Annual Review of Psychology, 68, 467-494.

[47]. Spector, P. E., &Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. Journal of Occupational Health Psychology, 3(4), 356–367.

[48]. Spreitzer, G. M., Lam, C. F., & Fritz, C. (2012). Engagement and human thriving: Complementary perspectives on energy and connections to work. In The Oxford handbook of positive organizational scholarship (pp. 80-93).Oxford University Press.

[49]. Virtanen, P., Pentti, J., Vahtera, J., Kivimäki, M., & Virtanen, M. (2018).Self-Rated Health of the Temporary Employees in a Nordic Welfare State.*Journal of Occupational and Environmental Medicine*, *60*(2), e106–e111.https://doi.org/10.1097/jom.0000000000001207

[50]. World Health Organisation.(2017). Mental health in the workplace.*World Health Organization*.https://doi.org/entity/mental_health/in_the_workplace/en/index.html