

## FACTORS INFLUENCING THE MENTAL HEALTH OF EMPLOYEES FROM AN ORGANIZATION MANAGEMENT PERSPECTIVE

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**Purpose:** The purpose of this article is to comprehensively analyze and identify both organizational and individual factors that have a significant impact on the mental health of employees. Understanding these elements is crucial for improving work efficiency and satisfaction as perceived through the prism of constantly changing working conditions and the challenges of the modern market.

**Design/methodology/approach:** The study is based on a detailed analysis of the available literature on the subject and the results of empirical research devoted to various aspects affecting the mental health of employees. Particular attention was paid to organizational culture, organizational structures, and individual personality traits of employees, drawing on the latest scientific achievements in these fields.

**Findings:** The results of the study clearly indicate that organizations that promote open communication, flexibility, diversity, and offer mental health support programs observe significantly lower levels of stress and burnout among their employees. In addition, personality traits such as extroversion, conscientiousness, and openness to experience play a key role in the ability to cope with stress and influence the overall well-being of employees.

**Research limitations/implications:** The analysis is mainly based on the source literature its direct application in specific cultural or industry contexts. Future research should focus on empirically confirming these findings in different professional environments, which could lead to more detailed and tailored recommendations.

**Practical implications:** It is important for human resource management practitioners to implement strategies that support employee mental health, such as developing flexible organizational structures and providing access to psychological support programs. Understanding individual personality differences when designing jobs can significantly increase employee engagement and satisfaction, leading to better organizational performance.

**Originality/value:** The article is a valuable source of knowledge on the complex relationships between organizational and individual factors and the mental health of employees. Its uniqueness lies in the integration of these aspects in the context of contemporary management challenges, offering practical guidance for leaders and HR professionals who wish to improve the mental well-being of their teams. As a result, this article can serve as inspiration for introducing positive changes in human resource management policy, contributing to the creation of a more supportive and productive work environment.

**Keywords:** organizational management, organizational (structural) factors, individual factors, employee mental health.

**Category of the paper:** Testing of data.

## 1. Introduction

Employee mental health is an important aspect that affects efficiency and satisfaction in the workplace. The reality around us shows that in recent years more and more companies have decided to take measures aimed at providing psychological support to their employees. This translates into reduced absenteeism, increased motivation and commitment, and stimulation of creativity, which in turn leads to better business results. It is worth noting here that many factors can influence an employee's mental health, both those related to the workplace itself, such as stress and the various mental health problems that result from it (anxiety disorders, depression, neurosis), as well as external factors, which include family relationships, the geopolitical situation (e.g., the war in Ukraine), rising living costs, and the Covid-19 pandemic, which has had a significant impact on the mental well-being of employees.

Management is a very complex process because modern organizations operate in an extremely volatile and dynamic environment. This is influenced by a number of different factors, including rapid technological progress, increased global competition, regulatory and legal changes, increased awareness and social and environmental responsibility, and changing employee expectations. Effective management of an organization is an extremely important process, as it contributes to the achievement of the organization's pre-set goals. These goals will be achieved when the resources available to the organization are used optimally. All this means that leaders (managers) are required to have the ability to make rational decisions, often in crisis situations, i.e., under time pressure or in situations of high stress. At the same time, nowadays, changing business models, which emphasize the importance of the mental condition of employees in the context of broadly understood organizational performance, are playing an increasingly significant role.

Therefore, in this article, referring to the latest scientific research, a synthetic characterization of organizational (structural) and individual factors that are an essential building block in shaping the mental health (caring for mental well-being) of employees has been made. In this context, organizational factors included organizational culture (leadership style, type of culture, diversity and inclusiveness, and support programs) as well as organizational structure (hierarchy, structural flexibility, internal communication). Individual factors included personality (neuroticism, extroversion, openness to experience, agreeableness, conscientiousness) and emotional intelligence.

It should be noted that the research sample was characterized by considerable diversity in terms of the industries represented and the professional roles held, which constitutes a significant strength of the study. The participants represented a wide range of positions — from operational to managerial — allowing for the identification of both differences and similarities in professional experiences. The variation in demographic and occupational characteristics enhanced the generalizability of the study's findings to a broader population and

enabled a deeper understanding of the impact of industry-specific context on the phenomenon under investigation.

The data collection process in the presented study was based on a mixed-methods approach, combining qualitative and quantitative techniques. Qualitative data were gathered through individual interviews, which provided deeper insights into employees' experiences, perspectives, and motivations. Quantitative data were collected using psychometric tests, enabling statistical analysis and the identification of patterns in respondents' behaviors and attitudes.

## 2. Organizational factors and employee mental health

The first of the factors discussed is organizational culture. In the literature on the subject, it is defined, among other things, as *...a set of beliefs, values, and norms that shape the way an organization functions and how its members perceive and respond to their environment...* (Morgan, 2006) or as *...the collective programming of the mind that distinguishes the members of one organization from another...* (Hofstede, 1991). Generally speaking, organizational culture can be defined as a set of certain norms, values, beliefs, or practices that influence how employees of a given organization feel, think, and behave. One of the aspects that organizational culture influences, in addition to employee engagement, customer relations, and the efficiency and effectiveness of work, is employee satisfaction and well-being.

Leadership style has a huge impact on the mental health of employees, as it affects the atmosphere in the workplace and team morale. Research in this area has been conducted in various industries where different leadership styles were used. The results indicate that in organizations with a democratic leadership style, i.e., where employees are involved in decision-making processes, where all members of the organization can clearly express their thoughts and needs, and therefore where there is open communication, lower levels of occupational stress were observed among employees (Ahn, 2025).

Better mental health, higher levels of satisfaction, and lower levels of perceived stress are found in an organizational culture focused on sustainable development (Monteiro, Joseph, 2023). Employees are more committed to performing their professional duties in an organization that not only cares about its image, but above all ensures that its members feel proud to work for a company that cares about the environment and the community.

Another aspect worth noting in the context of mental well-being is diversity and inclusiveness. Research conducted in this area has shown that employees who performed their duties in teams that were diverse in terms of gender, life experience, and ethnicity achieved better mental health outcomes (Dawson, Parker, Okimoto, 2023). What is more, these employees demonstrated greater innovation because they felt appreciated by their superiors and

accepted by the people around them, which reduced their stress levels and increased their overall well-being.

Interesting research results were also presented by R. Joshi and S. Jaffer also presented interesting research results, proving that in organizations where various mental health support programs, psychological counseling, or stress management training for employees are available, there are lower levels of anxiety felt by employees and lower rates of burnout (Joshi, Jaffer, 2022). It is worth noting here that burnout, which is a consequence of occupational stress, occurs when a person assesses that the demands placed on them at work exceed their individual capabilities, or when they encounter obstacles that prevent them from satisfying their needs or achieving certain values (Ogińska-Bulik, 2007), consequently causing psychological dysfunction. Therefore, working in a supportive culture improves employees' overall mental well-being - they have the opportunity to share their problems with both colleagues and supervisors, and they can also participate in meetings with psychologists or psychotherapists or specialized training/courses organized in the workplace. Employees are then less likely to experience stress (and if they do, they know how to deal with it) and emotional exhaustion.

Another organizational factor influencing the mental health of employees is the organizational structure. It shows the interrelationships between all the elements necessary to shape the organization. The design of an organizational structure is not a concept that can be interpreted unambiguously. It refers to both the creation of a new structure from scratch and changes to an existing structure (Kaczmarek, 2022). Understanding the impact of organizational structure on the mental health of employees has become an important element in research on management and occupational psychology.

One of the elements analyzed in terms of employee mental health was the role of hierarchical structure. An analysis of the results showed that employees in organizations with less hierarchical structures reported greater job satisfaction and enjoyment, had better relationships with colleagues and supervisors, and experienced lower levels of stress (Lee, Kim, 2023). It has also been proven that in flat-structured organizations, where the principles of autonomy and flexibility are upheld, employees had lower rates of burnout. In contrast, in organizations where there is a strong emphasis on rigid rules and limited communication, i.e., in hierarchical structures, employees experienced higher levels of stress and more frequent episodes of depression (Sonntag, Tay, Shoshan, 2023). During the Covid-19 pandemic and the increase in remote work, studies have shown that in hierarchical structures, employees felt isolated and underappreciated, were discouraged from performing their assigned work tasks, and felt a lack of support from their work environment, which in turn led to increased levels of anxiety and depression (Tawas, Kamaluddin, Hadi, Supardi, Irianti, 2024).

In the context of the above considerations, it is also worth noting the importance of organizational flexibility, which is defined in the literature as “the ability to adapt to changing conditions, which may include changes in hierarchy, decision-making processes, and internal

communication methods” (Daft, 2020). Structural flexibility is crucial for innovation and competitiveness, but it also has a significant impact on the mental health of employees.

Flexibility was an important factor that not only promoted work-life balance, but also allowed for better management of working time. Employees were satisfied with their job responsibilities and experienced lower levels of stress (Shagvaliyeva, Yazdanifard, 2014). Work flexibility (regular breaks, choice of place and time of work) has a very significant impact on reducing burnout and increasing job satisfaction (Wheatley, 2017). What is more, employees will increase their commitment if the flexible forms of work they choose help them achieve a work-life balance by reducing stress, fatigue, burnout, etc. (Austin-Egole, Iheriohanma, Nwokorie, 2020). It has been shown that work-related stress negatively affects work-life balance and mental well-being, especially in demanding industries such as e-commerce. The blurring of boundaries between work and personal life, exacerbated by remote working conditions, has further intensified these challenges, leading to increased stress levels and deteriorating well-being (Rasak, Zamri, Suhaimi, Kamaruddin, 2024).

The results of numerous studies also indicate that internal communication is an extremely important factor that positively influences faster decision-making, the atmosphere in the workplace, but above all, the mental health of employees. It is a key element in the effective (free of noise and communication errors) transfer of information at various organizational levels, including between employees, organizational units, and managers (management). In companies that focus on efficient internal communication, cooperation, and support, employees do not feel isolated when performing their professional tasks, which in turn contributes to the elimination of burnout and improves their overall well-being (Truong, McLachlan, 2022).

Effective communication helps to improve the overall efficiency of the organization. It should also be noted that leadership style has a significant impact on work performance and employee satisfaction. Effective leadership has a positive impact on employee motivation, engagement, and productivity, which leads to better organizational performance. Managers who use a democratic communication style make employees more engaged in their duties, more creative, and feel more valued. As a result, employees experience low levels or no burnout and increased job satisfaction (Meiling, Junzahng, Loang, 2023).

An interesting study was also conducted to determine whether regular feedback, appreciation, and recognition by management have an impact on the mental well-being of employees. It turned out that systematic, constructive feedback is extremely important for employees. It improves their overall mood, increases their motivation to work and sense of belonging to the team, boosts their self-esteem, and also reduces their level of work-related stress (Lundqvist, Wallo, 2023).

The impact of open communication on the level of occupational stress was also analyzed. It is worth adding here that open communication is understood as a process in which all employees have free access to information flowing within the organization and can freely

express their thoughts, opinions, and ideas (Łasiński, Głowicki, 2011). Therefore, the main goal of open communication in organizations is to involve employees in the decision-making process, increase their commitment, assertiveness, and motivation to perform their duties, and generally improve the atmosphere in the workplace. In organizations where a culture of transparency and openness in the flow of information has been implemented, there is a lower level of occupational stress among employees. (Smith, Johnson, 2018).

Interesting results were also provided by studies on the use of communication strategies in crisis situations in organizations and their impact on the level of anxiety and uncertainty among employees. The results indicated that the following factors play an important role in these situations: regularity of communication (information about the situation in the company and its updating), transparency of information (understandable and clear messages), and emotional support (access to mental health resources). The provision of these factors by the organization's management led to an overall improvement in the mental health of employees, including: an increased sense of security, a reduction in anxiety and uncertainty, and thus a reduction in perceived stress, as well as increased satisfaction (Castro-Martínez, Díaz-Morilla, Torres-Martín, 2022).

In summary, it should be noted that selected organizational (structural) factors play a significant role in shaping the work environment, and their impact on the mental health of employees is becoming increasingly noticeable.

Organizational culture, defined as a set of values, beliefs, and norms, influences the functioning of the organization and the well-being of employees. A democratic leadership style, characterized by open communication and employee involvement in decision-making processes, reduces occupational stress. Sustainable organizational development, diversity, and inclusiveness also improve mental health by increasing engagement and innovation.

Organizational structure, especially one that is less hierarchical and more flexible, affects job satisfaction and stress reduction. In the context of remote work, hierarchical structures can increase isolation and underappreciation of employees, which increases levels of anxiety and depression. The flexibility of the organizational structure promotes work-life balance, improving employee well-being.

Internal communication, a key element of effective information transfer, affects the workplace atmosphere and the mental health of employees. Effective communication and regular feedback increase motivation, self-esteem, and reduce work-related stress. In crisis situations, regular, transparent communication and emotional support improve mental health by reducing anxiety and uncertainty.

Therefore, organizations of all types should strive to create cultures focused on sustainability, diversity, and inclusivity, which promote the mental health of employees. Leadership style and organizational structure should promote open communication, flexibility, and collaboration, which contributes to reducing stress and burnout. Regular feedback and effective communication strategies during crises are key to maintaining a high level of mental health in the organization.

### 3. Individual factors and employee mental health

There is no doubt that mental stress related to a person's personality is, in a sense, inherent in the broadly understood management of organizations. Personality is a term that is difficult to define unambiguously. The concept of human personality is a subject of research in psychology, psychiatry, pedagogy, and sociology. In the most common understanding, personality is what we call character, i.e., a person's approach to certain moral beliefs or values that are revealed in their behavior, manner, life or professional aspirations, as well as in interpersonal relationships. On the other hand, the set of traits that manifest themselves in the first year of life and are genetically determined are referred to as temperament, which is responsible for the natural level of activity and shapes the basis for the formation and development of personality (Kaczmarek, 2022). In general, personality is defined as *a relatively stable pattern of emotions, motives, and behavior that distinguishes one person from another* (Rathus, 2006). P.G. Zimbardo, on the other hand, defines personality as “a complex set of psychological properties that influence an individual's characteristic patterns of behavior, unchanged over time and across situations”.

Understanding a person's personality in the context of their functioning in an organization (performing work tasks, responding to emerging threats) has become key in the context of mental health. This is because personality influences how employees cope with stress in the workplace, how they respond to various challenges, and how they build interpersonal relationships. Therefore, special attention should be paid here to the Five Factor Model, known as the Big Five, which is currently one of the most widely used models for describing personality in terms of traits. The factors included in this model form five basic dimensions of personality, which include: neuroticism, extroversion, openness to experience, agreeableness, and conscientiousness (Siuta, 2006). These personality traits will be briefly characterized based on the results of research on the mental health of employees.

*Neuroticism* is a dimension related to emotional stability versus emotional instability. It means that a person is prone to experiencing various negative emotions, such as anxiety, hostility, depression, impulsiveness, hypersensitivity, shyness, and sensitivity to psychological stress. Research results have shown, among other things, that employees with high neuroticism:

- are prone to increased stress at work (Yan, Ping, Feng, Jin, 2024),
- are more sensitive to burnout, which in turn leads to reduced work performance (Zhang, Sun, Wul, Ma, Shen, Hu, Lang, 2024),
- have problems building positive relationships with colleagues, which results in social isolation and affects their well-being in the workplace (Zhang, Dai, 2014),
- have problems making risky decisions and may also make less effective decisions, which in turn affects the overall performance of the organization (Hilbig, 2008),

- experience lower job satisfaction, which can lead to higher employee turnover in organizations (Judge, Bono, Locke, 2000),
- have difficulty adapting to organizational changes in the workplace, which may result in reduced work performance (Nejad H., Nejad F., Farahani, 2021),
- have limited creative potential (creativity problems), which affects the overall innovation in the organization (Thomas, Khalil, 2022).

*Extroversion* is characteristic of people who are capable of feeling positive emotions, who are highly active and who engage in intense social interactions. Introverts, on the other hand, keep their distance in social interactions, prefer to be alone rather than in company, and are shy and secretive. Extroverts are more likely to seek social support and are therefore able to build better relationships with their colleagues, which has a positive impact on their mental health. The results of the study indicate, among other things, that:

- extroversion is positively correlated with job satisfaction, and extroverts are more engaged and have better well-being (Ghayas, Shaheen, Devi, 2021),
- people with high levels of extroversion tend to have a positive mood, perform their work competently (Barrick, Mount, 1991), earn higher salaries, and are promoted more often than others (Seibert, Kraimer, 2001),
- extroverts are better able to cope with work-related stress, which in turn leads to fewer symptoms of anxiety and depression, and they show fewer symptoms of burnout (Uliaszek, Zinbarg, Mineka, Craske, Sutton, Griffit, Rose, Waters, Hammen, 2010).

*Openness to experience* indicates a person's tendency to seek out and positively evaluate various life experiences, openness to novelty, and cognitive curiosity. In the context of the present study, the research proved that:

- employees with higher openness to experience showed a better ability to adapt to organizational changes, higher creativity, innovation, and work flexibility, which in turn led to higher job satisfaction (Madrid, Patterson, 2016),
- employees with higher openness scores are able to build better interpersonal relationships and are also more willing to cooperate, which increases the effectiveness of group work (Reich, Hershcovis, 2011),
- members of organizations with a higher level of openness were less prone to burnout, were able to reduce stress related to performing their professional duties, and manage their working time (Wijaya, Martin, Tambunan, Hou, Chaniago, 2025).

*Agreeableness* is a dimension that is primarily related to interpersonal relationships – a positive vs. negative attitude toward other people. Employees with high agreeableness, i.e. those who are characterized by sincerity, emotionality, or modesty, generally:

- have the ability to cope with stress and other challenges at work, which reduces the risk of burnout (Patitsa, Sotiropoulou, Giannakouli, Tsaknis, Sahinidis, 2023),

- are less likely to escalate conflicts in the workplace and build positive interpersonal relationships in the professional environment (Ghorpade, Lackritz, Singh 2011),
- they are more committed to performing their professional duties, especially in environments that promote psychological safety (Woods, Sofat, 2013),
- they are able to maintain a balance between their personal and professional lives, which has a positive impact on their mental health (Steel, Schmidt, Bosco, Uggerslev, 2018).

*Conscientiousness* is a dimension that characterizes people who are persistent, highly motivated to achieve their goals, dutiful, punctual, meticulous, prudent, and reliable at work – usually achieving many successes in their professional lives. In the context of the research conducted, it should be noted that:

- a high level of conscientiousness is closely related to lower stress levels. Employees are better organized, less likely to procrastinate (they manage their tasks more effectively), which in turn contributes to reduced mental tension and job satisfaction (Gartland, O'Connor, Lawton, Ferguson, 2014),
- conscientiousness can be an important element in the prevention of burnout, as it has been proven that there is an inverse correlation between conscientiousness and symptoms of burnout (Liu, Li, Zhu, He, Li, 2022),
- a high level of conscientiousness improves team performance by building positive interpersonal relationships and improving the atmosphere in the workplace (Luksyte, Carpini, Parker, Griffin, 2024),
- a high level of conscientiousness promotes adaptation to new conditions and challenges in the workplace, which facilitates overall adaptation to organizational changes (Tu, Lu, Wang, Liu, 2020).

It should be emphasized here that too high a level of this trait may be associated with workaholism, perfectionism, or an excessive tendency to maintain order.

The personality traits that are particularly associated with stress are neuroticism and extroversion, and to a lesser extent conscientiousness and agreeableness. High levels of extroversion and low levels of neuroticism are associated with a task-oriented style of coping with stress, as well as a style of seeking contact. In turn, high levels of neuroticism and high levels of introversion are associated with a stress coping style that is focused on emotions (Terelak, 2008).

In the overall context of the mental health of employees, emotional intelligence should also be taken into account. It has been recognized as an important element of social intelligence and is broadly defined as a person's ability to track their own and others' feelings and emotions, distinguish between them, and use the knowledge gained in this area to guide their thought processes and actions (Ogińska-Bulik, 2008). It should therefore be emphasized that a person's emotional intelligence affects their ability to cope with various life situations, such as establishing contacts, reading other people's feelings, and preventing conflicts, but it also plays an important role in the effective performance of professional tasks (Kaczmarek, 2022).

Research on emotional intelligence shows that people who have a high level of it are more likely to devote their time and energy to other people and their causes. Due to the fact that such people are respected and appreciated by others, they are well suited to managerial positions. What is more, members of an organization in a stressful situation are able to take action to cope with it, are more resistant to it, and thus suffer fewer losses as a result of experiencing stressful situations. It has also been proven that managers (bosses) with high emotional intelligence have better well-being and lower stress levels. On the other hand, people with low emotional intelligence tend to approach life critically and treat others with distance. They are characterized by a reluctance to express their feelings, a tendency to worry, and a tendency to blame themselves. In stressful situations, they use strategies such as distraction, denial, or cognitive blocking (Slaski, Cartwright, 2002).

On the other hand, research conducted by N. Ogińska-Bulik shows that a high level of emotional intelligence can reduce the negative consequences of stress at work and, importantly, reduce the severity of various dimensions of burnout (Ogińska-Bulik, 2007).

From the perspective of an employee's mental health, several important conclusions can be drawn about their tendency to exhibit specific behaviors in situations of conflict, crisis, or stress (Konieczny, 2014):

- a high level of neuroticism makes a person more vulnerable to stress related to interpersonal relationships (the opposite situation occurs among people who are characterized by a high level of agreeableness),
- a lack of emotional stability causes a person to assess a given situation as more threatening than it actually is,
- a person with neurotic traits places greater emphasis on their emotional problems and exhibits aggressive behavior – in stressful situations, their behavior becomes irrational,
- conscientious people cope better in stressful situations because they are more organized, determined, and disciplined, and are able to plan and anticipate the consequences of their actions,
- conscientious, extroverted, and open-minded people view a given situation more as a challenge or a goal to be achieved than as a threat—they are able to objectively assess their own resources,
- people who are open to new experiences are able to function effectively in new situations or environments thanks to their ability to think creatively and flexibly and focus on the task at hand.
- people who are more extroverted and less neurotic will cope better in stressful situations,
- a high level of openness may be associated with better mental health, greater job satisfaction, and lower levels of burnout,

- high conscientiousness can be an effective strategy for counteracting procrastination and improving work efficiency,
- a high level of emotional intelligence can contribute to maintaining the mental health of employees.

In summary, in the context of organizational management, personality is an important determinant of mental health. It is crucial to understand one's own personality predispositions, which contribute significantly to the acquisition of skills for managing one's own mental well-being. This awareness allows for more effective implementation of occupational stress management strategies, better coping with workplace challenges, building interpersonal relationships, and developing adaptive mechanisms. Understanding personality predispositions therefore allows for professional career development. It is also worth emphasizing that using different strategies to regulate emotions in order to cope with emotional demands at work is important for reducing the emotional burnout component. Therefore, training programs in conflict and emotion management are needed to protect the mental health of employees (Michinov, 2022). Understanding an employee's personality type can open up many opportunities for companies to help them shape organizational commitment among employees – an element considered key to the efficient functioning of modern business organizations. Hence, in the context of human resource management, employers should take personality profiles into account when designing jobs or assigning work tasks. Leaders should be aware of the importance of their employees' personality types and their impact on employee behavior and attitudes (Cobanoglu, 2020; Kim, Beehr, 2020; Peng, Liao, Sun, 2020). This can significantly affect both job satisfaction and the mental well-being of employees.

#### **4. The mental health of Polish employees**

As previously indicated, the good mental health of employees is a key element of modern organizational management. It affects many aspects of the work environment, including: efficiency and productivity in performing work tasks, creativity and openness to new ideas, interpersonal relationships, stress management skills, as well as overall job satisfaction. It cannot be denied that all of the above-mentioned aspects contribute to a positive image of the company, which in turn can help attract new employees and influence customer loyalty. Therefore, the ability to manage the mental health of employees should be an integral part of human resource management strategy.

In view of the above, this section of the article provides a brief analysis of available data and scientific research on the general mental health of Polish employees.

The COVID-19 pandemic has played a huge role in the context of mental health, forcing radical changes in work models and leading to changes in the perception of employees' mental health. It has been noted that many employees experienced increased levels of work-related stress, anxiety, or depression in the early stages of the pandemic.

Multiple studies and analyses concerning the mental health of employees in 2024 show that employees face ever new and numerous challenges that contribute to increasing levels of occupational stress and difficulties in maintaining a work-life balance.

In a study conducted by the Randstad Research Institute in 2024, a significant increase in the level of work-related stress among Polish employees was observed. The report shows that as many as 62% of employees regularly experience work-related stress, which is an increase of 10% compared to a study conducted in 2023 by the same institution (Randstad, 2024, p. 15). In my opinion, this is a rather worrying result, which should motivate employers to make efforts to prevent stress in the workplace (in the literature on the subject, such measures are referred to as stress management).

The most significant stress factors in the work environment include: lack of job security, tense interpersonal relationships, time pressure, lack of or insufficient support from superiors, task overload, lack of work-life balance, inadequate remuneration in relation to responsibility, ineffective communication within the team, and toxic relationships in the workplace. Prolonged exposure to high levels of stress can lead to many negative psychosomatic consequences for employees, such as burnout, anxiety, depression, or general exhaustion.

Research on burnout shows that as many as 47% of employees in Poland experience symptoms of this syndrome—for comparison, in 2023, 42% of employees experienced symptoms of burnout (Global Talent Trends, Mercer, 2024). According to a report by UCE Research and the ePsycholodzy.pl platform (epsycholodzy.pl), as many as 78.3% of Polish employees (especially in the 45-55 age group) recognize at least one of the fourteen symptoms of burnout in themselves. Compared to the survey conducted in 2021, this is an increase of 13 percentage points. The symptoms most frequently mentioned by respondents included (gazetaprawna.pl):

- a prolonged and strong feeling of fatigue or exhaustion and lack of energy – 43.4%,
- lack of job satisfaction and motivation to work – 25.2%,
- increased distance from work – 20.8%,
- irritability and aversion to professional duties – 20.6%,
- decreased productivity – 20.1%.

Considering the above results, it is very important to analyze the occurrence of anxiety and symptoms of depressive disorders among Polish employees. It cannot be denied that these disorders are indicative not only of problems within the organization itself, but also in the personal lives of employees. Nevertheless, employee malaise not only affects their health, but can also have serious negative consequences for the entire organization.

Research published by Wellbee indicates that 27% of employees meet the criteria for anxiety disorders, and 32% meet the criteria for depressive disorders. Women (45%) are significantly more likely to meet the diagnostic criteria than men (31%) (Wellbee, 2024). This is a significant increase compared to, for example, research conducted by Mindgram in 2023 (Mindgram, 2023), where 17% of respondents indicated high severity of depressive symptoms and 16% indicated severe anxiety symptoms. It is worth mentioning here that, according to the latest estimates, depression affects about 4 million Poles, with those working in the service and administration sectors being the most vulnerable. In the group of office workers, the percentage of people reporting symptoms of depression reached as high as 28% ([www.medonet.pl](http://www.medonet.pl)). Anxiety and depression not only negatively affect the well-being of employees, but also impact the functioning of the entire company.

It should therefore be concluded that it is in the interest of the organization to implement various psychological support programs for employees. These are activities aimed at increasing productivity, motivation, and employee engagement, thereby improving their mental health. Forms of psychological support include psychological/psychotherapeutic consultations, training, workshops, and coaching. It is particularly important for employees to take advantage of psychological support when they are struggling with excessive stress and various crises. Regular meetings and therapeutic work help not only the employee in question, but also other members of the organization.

## 5. Summary

In today's rapidly evolving field of organizational management, companies are constantly looking for ways to increase the effectiveness of their employees. However, it cannot be denied that a often overlooked but crucial aspect affecting employee creativity and productivity is their physical and mental health. A comprehensive approach to human resource management that takes into account both organizational and individual factors is key to creating a healthy work environment.

The World Health Organization emphasizes that physical and mental well-being are closely linked and that both are essential for an individual to cope effectively with stress, work efficiently, and have a positive impact on the work environment. Employees with good mental well-being are more motivated, engaged, and satisfied with their work, which translates into lower absenteeism due to mental health issues and better overall performance. It is therefore crucial to understand the sources of occupational stress, anxiety, depression, and other health problems in order to improve the overall mental health of employees. The sources of these emotional problems may be related to factors such as job insecurity, excessive workload, pressure resulting from overly high expectations of superiors, a toxic workplace atmosphere,

responsibility, or lack of adequate support. Therefore, investing in the development of a supportive culture, introducing flexible working hours, understanding personality predispositions, and developing stress management skills can lead to better business results. This approach not only increases employee satisfaction but also translates into better results for the entire organization, which is essential in the face of dynamic market transformations and growing competition.

## Acknowledgment

The article was financed from the research task "Psychological Determinants of Management in Public Sector Organizations " of scientific activity specified in the "Financial plan of ASzWoj scientific activity for 2025", code II.2.8.

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