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Employees' Mental Health and Productivity and its Impact on Contextual and Task Performance in Organizations

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Abstract--- The companies investing in people's development and creating a conducive work environment to increase productivity. Harvard Employee Mental Health Letter highlights that employee mental health at the workplace impacts the employee as well as the productivity of the organization. However, due to the stigma attached, mental health issues are neither reported nor treated and reduce output. This study examines the influence of the psychological well-being of the employees on their task and contextual performance in the context of public and private sector organizations. The comparative analysis of public and private companies aims to investigate the employees' psychological well-being, corresponding institutional factors, and their impact on performance. The study findings support workplace realism that in the private sector organizations, jobs are highly demanding and stressful, which negatively impacts employee mental health; when the stress level crosses the threshold, the performance starts declining. However, in public sector organizations, the internal environment is relaxed and less stressful so the psychological well-being of the employees does not pose any threat to the employee as well as his performance. Thus performance of "happy" workers is superior to that of "less happy" ones. The adequate physical and mental health of human capital for retention & superior performance is important. The study results suggest regular interventions to assess the mental health issues of the employees and develop strategies creating a balance between high-performance expectations, stretched organizational goals, and other institutional stressors.

Keywords--- Task Performance, Contextual Performance, Mental Health, Psychological Wellbeing.

I. Introduction

The World Health Organization **(**WHO) in its 2014 report defined mental health as a state of well-being when every individual realizes its potentials and manages normal stresses well, can be productive, and fruitfully contribute to the community. Psychological well-being means being happy and life going well [29], Mental health is now the center of focus of social scientists, economists, and policymakers a like [28], [33], [36], [39]. Mental Health & Work Performance: A study further determined that higher PWB leads to higher job performance-enhanced potential and better productivity [43]. Subjective PWB is the strongest determinant of job performance [49]. Although few studies have established the associative linkages of psychological wellbeing and workplace performance [14], studies did not establish the extent to which the job performance varies with the level of psychological well- being at its dimensional level. Reference [1] pointed out that occupational stressors altogether affect the physical, psychological, and social well-being of employees and its impact is felt at home and in the community. High stressors correlate with the risk of recurrence of mental illness that negatively impacts the personal and professional lives of individuals. Employee performance increases significantly in a friendly, stress-free, and physically safe environment if he is psychologically and physically well [13]. In a study by [57] they discovered that the employees who had better PWB secured higher performance ratings. The psychological well-being is positively related to job performance ($r=0.48$, $p<.01$, 95% CI = 0.33- 0.62) [57]. Studying PWB and job performance in organizations structured into a project and non-project approach, it was seen that higher the PWB, more improved was employee performance in both structures despite their differential configurations [54].

In studying the psychological well-being of employees working in organizations belonging to either the public or private sector, it was seen that the psychological well-being of employees in public sector undertakings was higher than that of private-sector employees [3]. Due to organizational structure complexities, employees face many occupational challenges, therefore this makes it critical to analyze and identify the varying effects that structure has on the psychological well-being performance linkages. Reference [3] postulated that public& private sector firms

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differ in their structures, work agendas, remuneration and allowance systems, career growth and development opportunities, stability, and commitment aspects of the job and this influences their PWB in different ways. Public sector organizations' are entities formed to manage the policy and operating requirements and enable a government to achieve its goals of public governance. The public sector is composed of various government organizations that give services, which provide benefits to the whole society and not just the individual users of those services. On the other hand, the private sector comprises of for-profit organizations that are profit earners for their owners and the non- profit sector, which comprises of charitable associations. Along the same lines, Bashir and Sufiyan Zilli [3] suggest that it is necessary to explore sectors based impact of PWB on job outcomes of employee's performance and extend the scope of research in the domain of psychological well-being and job performance. In this paper, it mainly investigates the impact of psychological well-being on job performance both the task performance and contextual performance. It also investigates which of the psychological well-being variables (autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance) on job performance-task and job performance-contextual. And, examine which of the sector type (public, private-MNC, and private-local) significantly differs in terms of psychological well-being and determining which sector has experienced superior psychological well-being over the other.

II. Literature Review and Framework Formulation

Performance is a dynamic, multi-dimensional concept. In its simplest form, [38] classify individual performance as being of two types: Task performance and Contextual performance. Researchers [4], [25], [37], [38] define the task and contextual performance as two distinct categories of behaviors that interdependently as well as independently contribute to organizational effectiveness. Task performance refers to work-related behaviors and actions that service and maintain the technical core such as restocking of raw materials supply finished goods distribution or provision of critical managerial activities like planning, organization, staffing, controlling, etc. These facilitate the organization to function effectively and efficiently, either by carrying out its technical processes or by maintaining and servicing its technical requirements [5] [37]. Contextual performance defines non-task related voluntary behaviors that do not contribute directly to the technical core but which indirectly support the organizational, social, and psychological context in which the organization operates. Activities such as helping out others to get tasks done, following rules and regulations even when unobserved, etc., [5] are some examples. It's also conceptualized as Pro-social behaviors, Organizational citizenship behaviors [42], and extra-role behaviors [31].

Conceptually, task and contextual performance can be easily differentiated. Task performance can be predicted by capabilities and individual skillset whereas personality and other motivational factors envisage contextual performance [5], [38].According to[18]and [50] elaborated that the purpose of psychological movements is a better understanding of human behaviors and personality traits to examine the factors that contribute in making people function well and effectively. Authors [9] and [16] have worked on the application of this perspective in the organizational context. Author [34], [35], and [58] have explored individual traits, behaviors, and capabilities that can help improve the effectiveness of the employees at work. There is also a significant association between psychological well-being and job satisfaction that effect workout as pointed out by [15]. Studies also established a significant relationship between various measures of employee psychological well-being and job context [47]. Employee performance increases significantly in a friendly, stress-free, and physically safe environment if he is psychologically and physically well [13]. According to [8], MBA students with a higher level of PWB were better decision-makers and demonstrated more effective social behavior and personal attributes. In a study by [57], they discovered that the employees who had better PWB secured higher performance ratings. The psychological well-being is positively related to job performance ($r=0.48$, $p<.01$, 95% CI = 0.33- 0.62) [57]. A study further determined that higher PWB leads to higher job performance-enhanced potential and better productivity [43]. Subjective PWB is the strongest determinant of job performance [49].

Contemporary scholarship in domains of psychological well-being and performance, from an organizational level perspective, highlighted those organizational structures to a great extent influences employee health and well-being in the workplace [54]. Studying PWB and job performance in organizations structured into a project and non-project approach, it was seen that higher the PWB, more improved was employee performance in both structures despite their differential configurations [54].

Accordingly, [3] reiterated that it is necessary to explore sectors based impact of PWB on job outcomes of employees' performance and extend the scope of research in the domain of psychological well-being and job performance. Finance is considered as the lifeblood of an organization, it is said that finance and accounting

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professionals appear to be least important in terms of research needs. In the study of [27], they examined the case of American accountants and identified three major stressors experienced by them as role/organizational stressors, interpersonal relations associated stressors, and work overload load/time-related stressors. Also, [1] pointed out that occupational stressors altogether affect the physical, psychological, and social well-being of employees and its impact is felt at home and in the community. High stressors correlate with the risk of recurrence of mental illness that negatively impacts the personal and professional lives of individuals [56].

This study is attempting to investigate the linkages between psychological well-being and the task and contextual dimensions of job performance of finance and accounting professionals in the corporate sector of Karachi, Pakistan. The independent variable is psychological well-being and the dependent variable is job performance of employees' at the task and contextual levels. Following is conceptual framework as theorized:

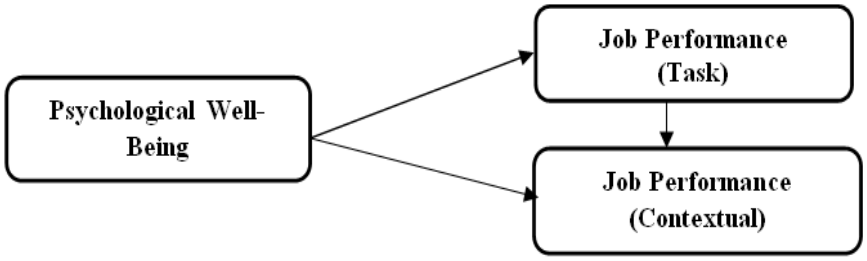

Figure 1: Proposed Research Framework

III. Methodology

3.1. Research Design

Correlational research design was used to assess the nature of associations between job performance and the psychological well-being of finance and accounting professionals in various business organizations in Karachi, Pakistan.

3.2. Sampling and Data Collection

Data was collected via a structured survey questionnaires. The sample comprised of three hundred seventy-four finance and accounting professionals employed in the finance and/ or accounts departments of both public and private sector business organizations. A total of 420 questionnaires were distributed out of which 374 were viable for analysis, giving a response rate of 89%.

3.3. Measures

A demographic questionnaire was used to collect information from respondents about their age, gender, designation, and job tenure in the present organization, the overall period of service, and whether their current organization belonged to the public or private sector. Psychological Well-Being Scale (PWBS).The 18- item version of the Ryff Scale of psychological well-being [48] was used to measure PWB. The scale has six dimensions as follows: Self-Acceptance, Positive relationship with others, Environmental Mastery, Personal Growth, Purpose in Life, and Autonomy. It is a 6-point Likert scale, with a response range from 1 ("strongly disagree") to 6 ("strongly agree"). The 8 negatively worded items will be reverse scored in the final scoring procedure for accurate scoring of dimensions assessed. High scores indicate higher well-being.

3.4. Job performance Scale

Based on [5], the most widely accepted view of the bi-dimensional nature of Job performance as Contextual & task performance is the tool developed by Vera Silva Carlos and Ricardo Gouveia Rodrigues was used in this study. This scale was used because it has been validated for application across different occupations and cultures [10].It is a 7-point Likert scale with response options ranging from 1 ("strongly disagree") to 7 ("strongly agree"). Based on 8 job performance dimensions, contextual performance is of five dimensions namely persistent effort, cooperation, organizational conscientiousness, personal characteristics, interpersonal and relational skills, and Task performance is of three dimensions namely job knowledge, organizational skills, and efficiency.

3.5. Procedure

After extensive research and collection of psychometric information for the reliability, validity, and scoring procedures, the assessment measures related to the study were selected and the permission for using the measures

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from their developers was taken. The participants were given the questionnaire and along with a demographic information sheet. The questions were scored as per the authors provided the scoring procedure. The quantitative analysis was done using SPSS. The results presented in two segments: descriptive and inferential statistical analysis. Descriptive analysis was demonstrated as mean, standard deviation, and frequency percentages proceeded by inferential statistics. For hypothesis testing, regression was done to assess the linkages between psychological well-being and employee job performance in task and contextual domains. Additionally, regression analysis was done to determine which of the PWB variables significant impacts job performance-task and job performance-contextual. One-Way ANOVA was also performed comparative correlation analysis was done to compare PWB - job performance linkage between public and private sector organizations for this, data was split into two groups: private sector (MNC and Local organizations) and public sector.

IV. Data Analysis

In this section, data and interpretation include the frequencies and percentages on the demographic profile of respondents, Cronbach's alpha of variables, descriptive statistics, correlation coefficient, regression analysis, One-Way ANOVA, and Post Hoc Tukey's test as displayed in detailed in succeeding paragraphs.

Table 1: Demographic Profile of the Respondents

Characteristics		Percentage
Age	18-24 years	9.1
	25 to 34 years	42.8
	35 to 44 years	17.1
	45-years and above	31.0
Gender	Male	73.5
	Female	26.5
Job Tenure	0-5 years	69.8
	6-10 years	18.7
	11-15 years	6.7
	16 years and above	4.8
Sector Type	Public	17.9
	Private (MNC)	33.2
	Private (Local)	48.9

Table 1 shows the profile of the 374 finance and accounting professional respondents from different sectors. According to age, most of them aged 25 to 34 years old (42.8%) and dominated by male workers (73.5%). In terms of job tenure, the majority of the respondents worked within five years (69.8%) while the fewest belongs to those who served their companies over 16 years (4.8%). Moreover, most of them worked in the private local companies (48.9%).

To determine the reliability and internal consistency of the selected variables used in this study, the Cronbach's alpha test was run and results showed that all the variables are above the threshold >0.700 (See Table 2). These findings are in line with expert's recommendations [21], [41].

Table 2: Cronbach's Alpha of the Variables Used

Variables	**Abbr.**	**No. of Items**	**Cronbach's alpha**
Autonomy	PWBA	3	0.83
Environmental Mastery	PWBEM	3	0.86
Personal Growth	PWBPG	3	0.85
Positive Relation w/Others	PWBPR	3	0.88
Purpose in Life	PWBPIL	3	0.87
Self-Acceptance	PWBSA	3	0.91
Job Performance - Task	JPT	12	0.76
Job Performance - Contextual	JPC	17	0.81

Source: Developed by Authors

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3.1. Descriptive Statistics

Descriptive statistics were used to determine the minimum and maximum responses from the scaled questionnaires, the mean and standard deviation, the skewness and kurtosis. The minimum response was obtained on variables PWBA, PWBPG, PWBPIL, and PWBSA with 1.0 while the maximum rated response is on JPC. The mean values range from 3.333-4.743 and standard deviation values .670-.998 which are generally acceptable (See Table 3). Consistent with the maximum response rate, JPC also has the highest mean rating ($\bar{y}$=4.743) while PWBPIL has the lowest ($\bar{x}$ =3.330).

Table 3: Descriptive Statistics, Skewness and Kurtosis of the Research Constructs

Variables	N	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
PWBA	374	1.00	6.00	3.914	.941	-.452	.203
PWBEM	374	1.33	6.00	3.954	.871	-.218	.152
PWBPG	374	1.00	6.00	4.063	.998	-.565	.894
PWBPR	374	1.67	6.00	3.556	.952	.560	.167
PWBPIL	374	1.00	6.00	3.330	.919	.282	.619
PWBSA	374	1.00	6.00	3.936	.899	-.414	.714
JPT	374	1.75	6.17	4.543	.670	-.312	.603
JPC	374	2.41	6.76	4.743	.738	-.427	.675

Source: Authors' Computation

Further, all the Skewness and Kurtosis values ranged between +2.5 and -2.5 indicating that the constructs have no issue with Univariate normality [7].

Table 4: Correlation Coefficient of the Main Variables

Sector	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
Public	67	4.2235	.75428	.06772	3.4884	3.7587	1.83	6.00
Private (MNC)	124	3.6832	.68343	.06137	3.5618	3.8047	1.78	4.78
Private (Local)	183	3.9287	.68324	.05051	3.8290	4.0283	1.78	4.83
Total	374	3.7926	.67406	.03485	3.7241	3.8612	1.78	6.00

Table 4 describes the mean, standard deviation, minimum and maximum rating of the respondents. Results depict that the Public sector has the highest mean rating of 4.2235 followed by the Private (Local) while the Private (MNC) sector has the lowest mean rating of 3.6832. Private (MNC) and Private (Local) shared the minimum response of 1.78 each while the highest response was taken by the Private (Local) sector.

3.2. Correlation and Regression

The correlation and regression were utilized based on the data collected from 374 accounting professionals from both public and private sector organizational structures to assess the relationship between psychological wellbeing (PWB) and employee task and contextual performances (See Table 5). Consequently, the correlation coefficient was performed to determine the positive relationships between PWB, JPT, and JPC. Based on the results, significant positive relationships at 0.01 level of significance were obtained on PWB on JPT (r=.296, p<0.01); PWB on JPC (r=.455, p<0.01); and, JPT on JPC (r=.460, p<0.01).

Table 5: Correlation Coefficient of the Main Variables

Main Variables		PWB	JPT	JPC
PWB	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	374		
JPT	Pearson Correlation	.296**	1	
	Sig. (2-tailed)	.000		
	N	374	374	
JPC	Pearson Correlation	.455**	.460**	1
	Sig. (2-tailed)	.000	.000	
	N	374	374	374
**. Correlation is significant at the 0.01 level (2-tailed).				

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Furthermore, regression analysis was conducted to determine which of the PWB variables significantly impacts job performance-task. Results in Table 6 revealed that 17% of the PWB variables explained the changes of job task performance at F-ratio of 12.415 and p=0.000<0.01. Out of the six variables, only PWBA (B=0.176, p=0.000<0.05) and PWBPG (B=0.175, p=0.000<0.05). On the other hand, no significant impacts were seen on variables PWBEM (B=0.023, p=0.611>0.05), PWBPR (B=-0.042, p=0.328>0.05), PWBPIL (B=0.007, p=0.886>0.05), and PWBSA (B= -0.060, p=0.187>0.05).

Table 6: Effect of Psychological Well-being Variables on Job Performance (Task)

Independent variables			Slope	Std. error	t-ratio	prob.
PWBA			.176	.044	3.99	.000
PWBEM			.023	.045	.51	.611
PWBPG			.175	.043	4.12	.000
PWBPR			-.042	.043	-.98	.328
PWBPIL			.007	.046	.14	.886
PWBSA			-.060	.046	-1.32	.187
Constant			3.416			
$_R2$	= .17					
F-ratio	= 12.415	p < .05				
n	= 374					

a. Dependent Variable: JPT

Likewise in Table 7, investigation of significant impacts of PWB variables on job performance-contextual was examined. Variation in the independent variable job performance-contextual can be explained by 23% of the PWB variables with F-ratio 18.471 at p=0.000<0.01. Moreover, three out of the six variables significantly impacts job performance-contextual namely: PWBA (B=0.183, p=0.000<0.05), PWBPG (B=0.106, p=0.000<0.05), and PWBSA (B=0.095, p=0.049<0.05). While no significant impacts were noted on the following variables: PWBEM (B=0.068, p=0.150<0.05), PWBPR (B=0.019, p=0.674<0.05), and PWBPIL (B=0.020, p=0.678<0.05).

Table 7: Effect of Psychological Well-being Variables on Job Performance (Contextual)

Independent variables			Slope	Std. error	t-ratio	prob.
PWBA			.183	.047	3.92	.000
PWBEM			.068	.047	1.44	.150
PWBPG			.106	.045	2.36	.019
PWBPR			.019	.046	.42	.674
PWBPIL			.020	.049	.41	.678
PWBSA			.095	.048	1.97	.049
Constant			2.812			
2	= .23					
F-ratio	= 18.471	p < .05				
n	= 374					

a. Dependent Variable: JPC

To determine which of the sector type significantly differs in terms of PWB, JPC, and JPT One-Way ANOVA test was performed at 0.95 confidence level (See Table 8). The sector type composed of the Public, Private (MNC), and Private (Local). Results clearly show that there is a significant difference in the perception of respondents in PWB with F (2, 371) = 7.737, p=0.001 which may indicate that PWB was experienced differently between the Public, Private (MNC), and Private (Local) sectors. However; there is no significant difference in respondents' perception towards JPC with F (2, 371) = 1.656, p=0.192 which implies that regardless of which sector, the view of respondents on job performance in context is the same. Likewise, there is no significant difference in the perception of respondents in terms of job performance-task with F (2, 371) = 0.513, p=0.599. This also entails that respondents don't differ in their views that job performance-task is the same regardless of whether it is public, private (MNC), or private (Local) sectors.

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Table 8: One-Way ANOVA Result on Significant Difference of the Sector Type and PWB, JPC, and JPT

Sector Type		Sum of Squares	df	Mean Square	F	Sig.
PWB	Between Groups	6.785	2	3.393	7.737	.001
	Within Groups	162.688	371	.439		
	Total	169.473	373			
JPC	Between Groups	1.803	2	.901	1.656	.192
	Within Groups	201.893	371	.544		
	Total	203.695	373			
JPT	Between Groups	.463	2	.231	.513	.599
	Within Groups	167.380	371	.451		
	Total	167.843	373			

Source: Authors' Computation

Lastly, the Post-Hoc Tukey's test was undertaken on variable PWB considering that there exists a significant difference between the sector type and PWB. Based on Table 9 results, it can be gleaned that there is a significant difference between the Public and Private (Local) sector (p=0.004) and between Private (MNC) and Private (Local) sector (p=0.004) but no significant difference between the Public and Private (MNC) sector with p=0.823. This means that the psychological well-being in the Public sector ($\bar{x}$ =4.2235) is higher than both the Private (Local) sector ($\bar{x}$ =3.9287) and the Private (MNC) sector ($\bar{x}$ =3.6832). Consequently, the psychological well-being in the Private (Local) sector is higher than the Private (MNC) sector.

Table 9: Post-Hoc Tukey's Test on Significant Difference between Sector Type and PWB

Sector		Mean Difference	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Public	Private (MNC)	-.05969	.10041	.823	-.2960	.1766
	Private (Local)	-.30511*	.09456	.004	-.5276	-.0826
Private (MNC)	Public	.05969	.10041	.823	-.1766	.2960
	Private (Local)	-.24541*	.07702	.004	-.4267	-.0642
Private (Local)	Public	.30511*	.09456	.004	.0826	.5276
	Private (MNC)	.24541*	.07702	.004	.0642	.4267
*. The mean difference is significant at the 0.05 level.						

Dependent Variable: PWB

In summary, descriptive statistics showed the acceptability of the constructs such as mean, standard deviation, skewness, kurtosis, etc. Findings of the correlation test on PWB, JPT, and JPC revealed the positive relationships that exist among these three variables with a higher relationship was found between PWB and JPC over PWB and JPT. Regression analysis between PWB variables, JPT, and JPC also showed that PWB variables PWBA and PWBPG significantly influenced job performance-task while PWB variables PWBA, PWBPG, and PWBSA significantly impact job performance-contextual. On the other hand, in determining the significant difference between the sector type and variables PWB, JPT, and JPC, findings concluded that there is a significant difference between the sector type and PWB while no significant difference between the sector type on both JPT and JPC. Finally, in determining which of the sector type significantly differs in PWB, the significant difference was noted between the Public and Private (Local) sector, and between the Private (MNC) and Private (Local) sector where the highest PWB is experienced in the Public sector.

V. Discussion and Conclusion

5.1. PWB –Private vs. Public Sector

The results of the study revealed that the Psychological Well-being of public sector organizations ($\bar{x}$ = 4.2235) was better than employees of private (Local) sector ($\bar{x}$ = 3.9287) and private (MNC) sector (($\bar{x}$ =3.6832). Public sector organization indeed has better PWB contributing factors. This finding is supported by a study conducted in Aligarh, India by researchers [3] who affirmed that psychological well-being was experienced by workers in public organizations. Also, the outcome was supported by [2] who showed that the Psychological Well-being of bank employees was greater in public sector banks in contrast to their colleagues in the private sector. Parallel outcomes have been attained by [40] who established the fact that the mental health of government employees was better than that of non-government employees. It indicates that all those aspects of the workplace that positively influence

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employee mental health and well-being are more predominant in the public sector organizations than in the private sector ones, such as greater jobs security, a supportive work environment which includes mutual understanding and support from colleagues, no time pressures, independent responsibility [32], high work-life balance and reduced work-family conflicts, which leads to low job stress, and increased PWB [2].

5.2. Private Sector Organization's Poor PWB Contributing Factors

In contrast, private sector organizations usually give better compensation packages but no job security or career stability. The most prevalent stressor at work is dealing with a difficult supervisor [19]. Their unrealistic and impossible targets, being the cause of stress can be set right with open discussions [19]. Another reason could be challenging colleagues or co-workers. In a study [51], 70% of the employees feel their targets are unrealistic and their job demand and workload exceed their capacity leading to stress. The consistent pressure at high peak and the same pay level drains out the employees [59]. The corporate organizations are more demanding and expectations are at times beyond employee capacity and cause stress at work. The increased competition and organizational changes to cope with market and business pressures cause stress and sufferings for the employees. The threatening and insecure work environment and fewer benefits cause depression and inability to perform and anxiety [24]. All these stressful aspects of the private sector workplace negatively affect mental health and hence decrease the psychological wellbeing of employees [22], [44].

5.3. The Relationship between Psychological Well-being and Task Performance

The results of the study determined that psychological well-being has a strong positive association with performance irrespective of the type of sector in which the employee is working. The correlational results confirmed the positive relationships between PWB and task performance in both sectors which means that the higher the PWB of employees, the greater their task performance. This is supported by [17] study that as many as 92% of Australasian employees believed that 'a happy worker is likely to be a productive worker'. Interestingly, results also showed that employees with higher PWB also involve a higher level of extra-role or contextual performance. This theme was central to [20] model of positive mood at work, which was viewed as having 'the most effect on behaviors that are performed of one's own free will' (p. 324). Also, depression, anxiety, emotional illnesses, and negative mental health were quoted to be some of the strongest correlates of reduced work performance [6], [11]. Reference [12] also found substantiation of a positive correlation between PWB and job performance ratings. Thus it can be concluded that if the psychological wellbeing is enhanced, both the task and contextual performances of workers will improve. So, in addition to physical health, it is time that managers started focusing on employee mental health. In this regard, [23] perceive that many organizations should structure their people management activities "with the explicit goal of improving performance by increasing employee well-being" (2007, p.52). Furthermore; based on the findings, psychological well-being that focuses on autonomy and personal growth significantly affect the task performance and these imply that when employees are given preference on these aspects, their mental dispositions will enable them to perform their tasks effectively with a sense of happiness and favorable mental health conditions.

5.4. Relationship between Psychological Well-being and Contextual Performance

The research studies statistically confirmed that psychological well-being is significantly associated with both task and contextual performance in public, and private sector organizations (MNC and local). Further investigations revealed that in the private sector (both MNC and local), all working people are potentially exposed to job stressors due to workplace demands and pressures. Occupational stress may produce both overt psychological and physiologic disabilities. It may also cause the manifestation of illness that can negatively affect personal well-being and productivity [30]. Thus the psychological well-being of an employee is reduced when the pressure at the workplace becomes difficult to cope with and possess a greater challenge for employees, which adversely affects their performance and organizational productivity. Results show that employee performance in private sector workplace is influenced to a greater extent by many other factors, more than PWB such as HRM practices greater job control [19], open lines of communication [52] and effective performance appraisal systems.

The study results statistically confirmed that both the task and contextual performance of employees in public sector organizations are not a function of employee well-being. It shows that although the employees are quite happy at work, and their well-being is high yet they are not high performing or highly productive employees. This gives support to the antagonistic pattern of performance- wellbeing relationship of the Happy-productive worker thesis (HPWT) that substantiates the actuality of the happy-unproductive worker [45]. Since they know that their performance reports, success, promotions, and transfers are not a goal, target or performance-based, but due to relations with boss, political and/ or social connections [26] or seniority, hence they are not stressed about their work

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goals and their performance is usually medium-low. Besides, findings from regression analysis between PWB variables and job performance-contextual: autonomy, personal growth, and self-acceptance influenced contextual performance while environmental mastery, positive relations with others, and purpose in life have no significant relationship.

Conclusively, the difference in PWB - performance relationship of the employees of the two sectors (public and private sector-local and MNCs) may largely be attributed to differences in organizational culture and stress perceived by the employee of the two types of organizations. Reference [53] suggested that organizational culture represents the holistic aspect of work environments that interacts with the well-being of the employees. The variances between the two types of organizations concerning their structure, system, social-psychological environment, and overall climate have been well established [3]. According to [55], performance management practices in the public sector are influenced by various institutional factors rather than the individual. Public-sector employees also perceive a weak link between performance and rewards [46]. In the public sector, the basis of promotion is seniority, not merit or performance. Hence employees do not focus on performing par excellence. The MNCs and private sector organizations the performance reward is based on the level of contribution and achievement of organizational goals with a strict transparent evaluation system thus employees strive to deliver the best and never relaxed and psychologically under stress. Excessive performance pressure, challenging targets, and strict monitoring affects the psychological well-being of the employees. Thus the private sector organizations should focus on the mental health of the employees and develop policies and provide a conducive environment where the employees can work in a stress-free environment. The improvement in PWB of the employee will have a positive effect on their productivity and work output. Organizations need to initiate programs and interventions to remove stressors and create employee-friendly environment besides improvement of the financial health of the employees through job promotions and increased salary levels [24], as money is also a great incentive for employees. A healthy workforce and satisfied employees will contribute productively in the organizations and also improve the health of the economy and society.

According to the happy-productive worker theory (HPWT), the performance of “happy” workers is superior to that of “less happy” ones [45]. Based on sectorial differentiation, this study aimed to explore the different configurations of links between task and contextual performance dimensions with the psychological wellbeing of employees. This study shows that the relationship between psychological well-being and employee performance is very complex [45]. In today's rapidly changing and competitive working environments, it is not enough to only possess highly qualified employees, it is necessary to ensure that they are adequately facilitated to ensure the usage of their skills to perform par excellence. The study revealed the following results that are an eye-opener for employers' especially private sector organizations:

1. The psychological well-being of the employees has a direct influence on the performance of the employees in private sector organizations, both local and MNCs. The psychological well-being of employees is a critical issue in private both local and multinational organizations that is also impacting their performance as well as organizational productivity.
2. The internal organizational environment of private sector organizations, in terms of job insecurity, performance-based pay, career growth with higher expectations, stretched targets, strict monitoring, and control cause stress and depression at work leading to the declining psychological well-being of the employees. While in public sector organizations the employees have job security and workplace stressors as mentioned above are not prevalent there, accordingly, the PWB relationship with performance has proved to be significant in this empirical study.
3. The Local and MNCs are not aware of the criticality of this issue and no conscious efforts or interventions have been made to improve the mental health of the employees. That is not only harmful to the employees but also impacting on the performance of the employees and the productivity of the organization.
4. Employers should emphasize PWB variables: autonomy, personal growth, and self-acceptance to enhance the psychological well-being of the employees thus, improve their task and contextual performance most especially in private (MNC) and private (Local) sectors.

Thus, the hypothesis that the psychological well-being of the employees in private organizations both MNC and local has a direct relationship with employee performance has been validated. It is also confirmed empirically that the psychological well-being of employees is a significant prognosticator of performance in the case of public sector organizations.

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There is a stigma attached to mental health accordingly the mental health issues of the employees at the workplace are neither talked about at the organizational level nor shared by the employees. The results of this study and earlier researches highlight the fact that the psychological wellbeing of the employees in MNCs and privates sector organizations is compromised due to high work pressures, challenging targets, and a highly competitive and fast-changing environment that eventually impacts on their performance if become unrealistic. Accordingly, it is suggested that private sector organizations should employ workplace mental health interventional practices comprehensively to:

1. Identify the employees with mental health issues and take it positively to improve their mental states rather than sidelining them.
2. Initiate interventions at work to improve the psychological wellbeing of the employees by reducing the occupational stressors and making the environment conducive.
3. Treat the mental health issues regardless of cause and include mental health in generalized employee health programs to eliminate the stigma attached to it.
4. Regularly conduct an assessment survey of the mental health of employee's especially high-pressure jobs and find out the institutional factors negatively contributing to the psychological wellbeing of the employees.
5. Human Resources should make strategies to create a healthy and less stressful environment in the workplace and identify the improvement areas.
6. The capacity building programs should include the psychological wellbeing module and managers trained to use techniques to make the workplace less stressful.
7. Managers should focus on providing a productive and stress-free working environment to employees and ensure that they have job satisfaction, work engagement, and a healthy work/life balance.

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