Analyzing The Employees Mental Health Working in Larsen & Toubro Construction

L&T Construction
Buildings & Factories

Project Report Submitted in partial fulfilment of the requirement of **PONDICHERRY UNIVERSITY** for the award of the degree of **MASTER OF BUSINESS ADMINISTRATION [DATA ANALYTICS]**

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ACKOWNLEGEMENT

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This is to certify that this project report entitled **"Analyzing the Employee Mental Health Working in Larsen & Toubro Construction"** is submitted by **Nandhakumary (Reg.No:23401061)**, II MBA (DA) to the **DEPARTMENT OF MANAGEMENT STUDIES, SCHOOL OF MANAGEMENT, PONDICHERRY UNIVERSITY** in partial. fulfilment of the requirements for the award of the degree of **MASTER OF BUSINESS ADMINISTRATION (DATA ANALYTICS)** and is a record of an original and Bonafide work done under the guidance of **Dr. S. Amolak Singh**, Assistant Professor, Department of Management Studies, Pondicherry University. This report has not formed the basis for the award of any degree, diploma, associateship, fellowship or other similar title to the candidate and that the report represents an independent and original work on the part of the candidate.

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DECLARATION

I hereby declare that the project titled, **"Analyzing the Employees Mental Health Working in Larsen & Toubro Construction"** is an original work done by me under the guidance of **Dr. S. Amolak Singh, Assistant Professor, Department** of Management Studies, Pondicherry University. This project or any part thereof has not been submitted for any Degree / Diploma / Associateship / Fellowship / any other similar title or recognition to this University or any other University.

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CHAPTER 1

INTRODUCTION

INTRODUCTION

1.1 <u>Background:</u>

Mental health is a critical aspect of overall well-being, significantly influencing various facets of an individual's life, including their productivity and job satisfaction. In the modern workplace, the mental health of employees has emerged as a key determinant of organizational success. Employees who experience good mental health are more likely to be productive, engaged, and satisfied with their jobs, contributing positively to the organization. Conversely, poor mental health can lead to decreased productivity, higher absenteeism, and increased turnover, posing substantial challenges for any organization.

Importance of the Study

Recognizing the importance of mental health, this study focuses on assessing the mental health status of employees at Larsen & Toubro Construction. The construction industry, known for its high-stress environment due to tight deadlines, demanding work conditions, and significant safety risks, makes it particularly relevant to explore the mental health of its workforce. By understanding the mental health challenges faced by employees, the organization can implement targeted interventions to enhance well-being and, consequently, improve overall organizational performance.

1.2 Problem Statement:

Growing Awareness of Mental Health Issues

In recent years, the importance of mental health has gained significant recognition in the corporate world. Many organizations now understand that the mental well-being of their employees is linked to productivity, engagement, and overall organizational success. Initiatives such as mental health awareness campaigns, stress management programs, and Employee Assistance Programs (EAPs) have been introduced to support employees.

Challenges in Effective Support

Despite these advancements, many organizations, including Larsen & Toubro Construction, face persistent challenges in effectively supporting their employees' mental health. The complexities of mental health issues and the unique stressors of the construction industry contribute to these difficulties.

1.3 Aim of the Project:

This project aims to identify the mental health challenges faced by employees at Larsen & Toubro Construction and propose actionable solutions to address these issues. By focusing on both quantitative and qualitative data, the study seeks to provide a comprehensive understanding of the mental health landscape within the organization.

1.4 <u>Objectives</u>:

The primary objective of this analysis is to understand the relationship between various factors such as gender, age, department, work-life balance, support services, mental health, and job satisfaction among employees. Specifically, the analysis seeks to:

- Assess the impact of mental health on job satisfaction, and how it varies across different demographic groups such as gender, age, and department.
- Evaluate the role of work-life balance and support services in influencing both mental health and job satisfaction.
- Identify any trends or patterns in employee stress levels and mental health across various age groups and departments.
- Provide actionable insights to help organizations enhance employee well-being, improve job satisfaction, and reduce work-related stress through targeted interventions such as improving support services or work-life balance initiatives.

By achieving these objectives, the analysis aims to help organizations create a healthier, more supportive work environment, improving both employee retention and productivity.

Anticipated Outcomes

The study aims to provide Larsen & Toubro Construction with valuable insights into the mental health challenges faced by their employees. By identifying specific stressors and evaluating current support systems, the project will offer practical solutions that can be implemented to improve employee well-being. These solutions are expected to not only address immediate mental health concerns but also contribute to a more positive and supportive work environment in the long term.

CHAPTER 2

COMPANY PROFILE

COMAPANY PROFILE

Legal Name: Larsen & Toubro Limited

Headquarters: Mumbai, India

Business Model: B2B

Founded in 1938

No. of Employees: 3,35,000

Key people: 1. Henning Holck-Larsen & Soren Kristian Toubro - Founder

2. S. N. Subrahmanyan - CEO & Managing Director

3. M. V. Satish - Whole-Time Director and Senior Executive Vice President

4. D. K. Sen - Senior Vice President (Infrastructure)

Legal Name: Larsen & Toubro Construction Buildings & Factories

Headquarters: Chennai, Tamil Nadu, India

Business Model: B2B

Founded in 1997

No. of Employees: 50000

Pondicherry Location: 70-80 employees

2.1 <u>Overview</u>:

Larsen & Toubro Limited (L&T) is a major technology, engineering, construction, manufacturing, and financial services conglomerate, with global operations. Established in 1938, L&T has its headquarters in Mumbai, India. The company is known for its leadership in the fields of engineering and construction, and its robust presence across diverse sectors, including infrastructure, power, hydrocarbon, machinery and industrial products, and IT and technology services.

Larsen & Toubro Construction, often referred to as L&T Construction, is a key division of Larsen & Toubro Limited. It is one of the largest construction companies in India and a significant player in the global construction industry. L&T Construction is known for its expertise in executing large and complex projects that span across various sectors.

2.2 <u>Mission and Vision</u>:

• Vision: To be a globally respected company that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people.

• Mission: To achieve excellence in all areas of its business, foster a culture of trust, responsibility, and ethical behaviour, and deliver superior value to all stakeholders.

2.3 <u>Organizational Structure</u>:

Larsen & Toubro Construction operates with a structured organizational hierarchy designed to effectively manage its diverse projects and operations. Here is a brief overview of its organizational structure:

1. **Corporate Leadership**
   o **CEO & Managing Director**: The overall leader of Larsen & Toubro Limited, overseeing all divisions including L&T Construction.
   o **Executive Board**: Comprises senior executives responsible for strategic decision-making and governance.
2. **Divisional Structure**
   o **L&T Construction**: The division responsible for all construction-related activities, including infrastructure projects, buildings and factories, heavy engineering, water management, and more.
3. **Business Units**
   o **Infrastructure**: Focuses on major infrastructure projects such as roads, bridges, airports, and urban development.
   o **Buildings & Factories**: Handles construction of residential, commercial, and industrial buildings.
   o **Heavy Civil Infrastructure**: Manages large-scale civil engineering projects like dams, metro systems, and marine structures.

- o **Power Transmission & Distribution**: Specializes in power infrastructure including transmission lines and distribution networks.
- o **Water & Effluent Treatment**: Provides solutions for water management, treatment plants, and environmental projects.
- o **Smart World & Communication**: Implements smart city solutions and communication infrastructure projects

4. **Regional and Project-Based Teams**
   - o **Regional Offices**: Coordinate local projects and operations across different geographic areas.
   - o **Project Teams**: Composed of engineers, project managers, and support staff dedicated to specific projects.

5. **Support Functions**
   - o **Human Resources**: Manages recruitment, training, and development of employees.
   - o **Finance and Accounts**: Manages financial planning, budgeting, and accounting.
   - o **Legal and Compliance**: Ensures adherence to regulatory requirements and legal standards.
   - o **Engineering and Design**: Provides technical expertise and design solutions for construction projects.
   - o **Health, Safety, and Environment (HSE)**: Ensures workplace safety and environmental compliance.

6. **Corporate Social Responsibility (CSR)**
   - o **CSR Committee**: Oversees initiatives related to community development, education, healthcare, and environmental sustainability.

Areas of Specialization

1. **Infrastructure**: L&T Construction undertakes major infrastructure projects, including highways, bridges, railways, metro systems, and urban infrastructure. Its work in this area has been instrumental in modernizing India's infrastructure landscape.

2. **Power**: In the power sector, L&T Construction builds power plants, transmission lines, and distribution systems, supporting both conventional and renewable energy sources.

3. **Heavy Engineering**: This area involves the construction of large-scale industrial facilities, such as petrochemical plants, refineries, and manufacturing units, requiring advanced technical skills and precise execution.

4. **Buildings & Factories**: L&T Construction is involved in constructing residential buildings, commercial complexes, and industrial factories, delivering high-quality structures that meet stringent safety and sustainability standards.

5. **Water & Effluent Treatment**: The company provides solutions for water supply, wastewater treatment, and water management, contributing to environmental sustainability.

6. **Smart World & Communication**: L&T Construction is at the forefront of developing smart cities and digital infrastructure, implementing advanced technologies to create sustainable urban environments.

Achievements and Recognition

L&T Construction has earned numerous awards and recognitions for its excellence in project management, innovation, and sustainability. Some notable achievements include:

- Successfully completing landmark infrastructure projects such as the Delhi Metro, the Mumbai International Airport, and major highway projects across India.
- Recognition for its commitment to safety and quality in construction, receiving several national and international awards.
- Leading in sustainable construction practices, with initiatives aimed at reducing environmental impact and promoting green building technologies.

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INDUSTRY PROFILE

2.4 Construction Formwork:

The construction formwork industry is an essential part of modern construction, providing the temporary structures or molds that hold wet concrete in place until it hardens and can stand on its own. Formwork gives shape to concrete structures like walls, floors, columns, and bridges. This industry is vital because it helps construction companies build durable and stable structures that are safe and meet specific design requirements.

Key Trends in the Formwork Industry

1. **Technological Advancements**:
   o The formwork industry has seen major changes with the use of prefabricated systems, modular designs, and digital planning tools like Building Information Modeling (BIM).
   o Prefabricated formwork means the mold parts are built in factories before being assembled at the construction site, saving time and reducing errors.
   o Modular formwork systems are adjustable and reusable, allowing builders to use the same formwork setup for different parts of a project, which cuts down on material waste.
   o BIM and other digital planning tools allow construction teams to plan more accurately and ensure every part of the building meets safety standards.

2. **Focus on Sustainability**:
   o The construction industry is under pressure to adopt more eco-friendly practices, and formwork manufacturers are responding by using recyclable and reusable materials.
   o By using durable materials like steel and aluminum for formwork instead of traditional wood, companies can reuse the formwork multiple times, which reduces waste.
   o Some companies are also finding ways to recycle formwork materials at the end of their lifecycle, contributing to a more sustainable industry overall.

3. **Improved Efficiency**:
    o Efficiency is a key focus for construction companies, and advancements in formwork technology help speed up the building process.
    o Automation, like robotic assembly and pre-cast technology, allows formwork units to be set up quickly, reducing the time spent on construction sites.
    o These efficiency improvements help construction companies save on labor costs and deliver projects on time.

2.5 Market Growth in the Formwork Industry:

The global formwork industry is expanding as demand for infrastructure rises, especially in urban areas. Rapid urbanization and government-backed infrastructure projects mean that countries like India are seeing significant growth in construction. In India, initiatives like the Smart Cities Mission, which aims to build smart, sustainable urban centers, require advanced construction methods, including efficient formwork systems.

The formwork industry benefits from this growth by providing solutions that make construction faster, safer, and more sustainable. As construction companies look for ways to meet tight timelines and maintain high standards, formwork technology has become a valuable tool in the industry.
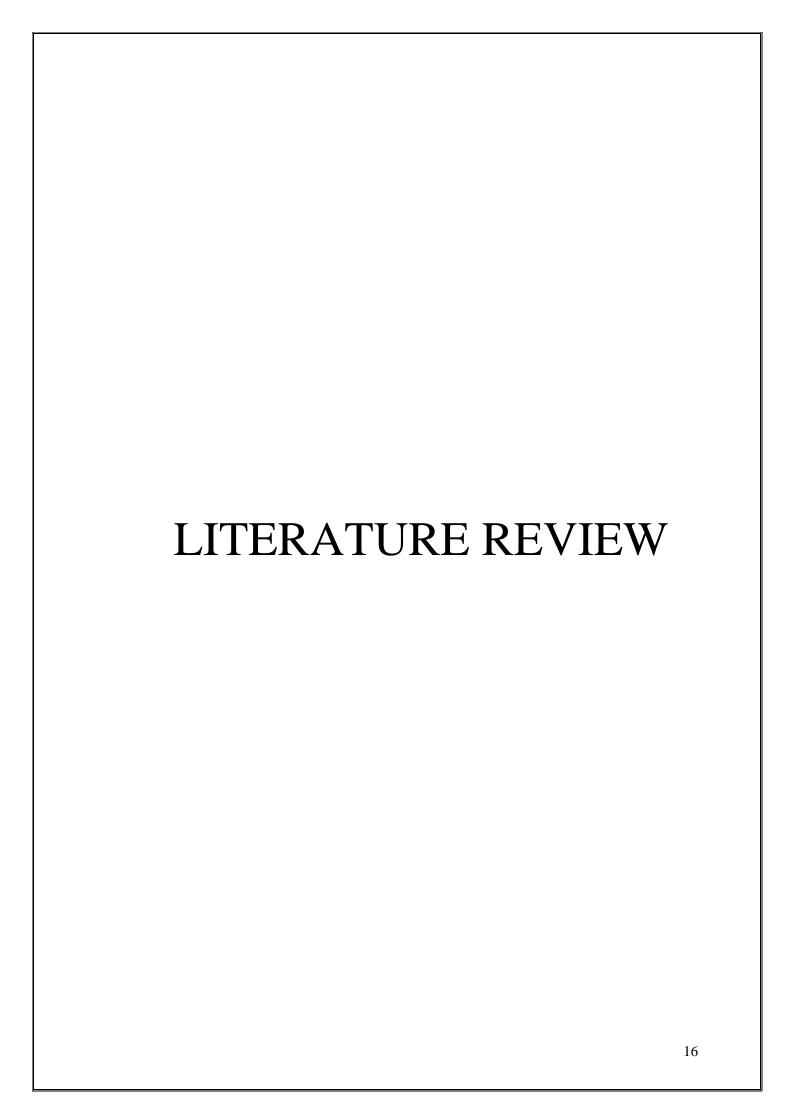
2.6 Formwork Unit Role:

Larsen & Toubro (L&T) Construction is a major player in the construction industry in India and is widely respected for its engineering expertise and ability to deliver on large, complex projects. L&T's formwork unit is critical to its operations, supplying high-quality formwork systems that support a range of construction activities.

L&T's formwork units are designed to meet high standards of safety, durability, and efficiency. These units are used in projects ranging from residential buildings to major infrastructure projects like highways, bridges, and industrial complexes. The formwork is reusable and adaptable, which not only supports L&T's commitment to

sustainability but also helps keep costs manageable by reducing the need for new materials.

The formwork unit at L&T focuses on three main goals:

- **Reliability**: Providing dependable formwork systems that can withstand tough conditions and repeated use.

- **Innovation**: Using the latest materials and technology to stay competitive and improve the quality and speed of construction.

- **Sustainability**: Developing eco-friendly products and using recyclable materials to reduce the environmental impact of construction.

LITERATURE REVIEW

2.7 Overview of Mental Health in the Workplace

Mental health in the workplace is an increasingly recognized part of the general well-being of employees and health of organizations. It incorporates the emotional, psychological, and social well-being of employees that influence how people think, feel, and act within the workplace. Issues to do with mental health, such as stress, anxiety, and depression, are common features in many workplaces today, with a sizable section of employees affected.

The importance of mental health in the workplace goes beyond matters of individual well-being. It helps in the smooth running and productivity of any organization. Supportive workplace culture and prioritizing mental health raises employee engagement, reduces absenteeism, and boosts job satisfaction. Employers, through creating policies that support mental well-being and providing employees with the security to discuss mental health issues without the fear of stigma, play a huge role in it.

Over the past couple of years, many employers have been very proactive in addressing the issue of mental health within the workplace. Some of the more successful initiatives included the introduction of mental health programs, which in some instances increased staff morale, reduced staff turnover, and overall productivity gains. These activities further underline the importance of mental health in maintaining a healthy and productive work environment.

2.8 Impact of Mental Health on Productivity

It is deep and multifaceted, the impact of mental health on productivity. Individuals suffering from mental health problems are grossly impaired to produce the best work, this places a drag on efficiency and effectiveness. Characteristic outcomes include increased absenteeism—meaning employees take more time off due to mental health concerns—and presenteeism, meaning they are physically present but mentally drained or unable to perform up to par because of their mental health struggles.

Poor mental health has huge financial implications in an organization. Thus, through the fast addition of the cost of lost productivity, increased healthcare expenditure, and higher turnover rates, it can affect an organization's bottom line. On top of that, the negative impact of mental health issues within teams and workplace relationships is not easily ignorable. Poor mental health brings about a breakdown in communication and poor collaboration, which brings team morale down.

Good leadership can also decrease the impact of mental health on productivity to a substantial extent. Leaders who are sensitive to the needs of their employees in terms of mental health and create a supportive working atmosphere will reduce such effects. If mental health issues are not addressed over the long term, it may increase turnover, loss of talent, and potential damage to the reputation of the organization. This means that, as an issue of productivity and organizational success, it becomes very necessary to be aware and take care of one's mental health
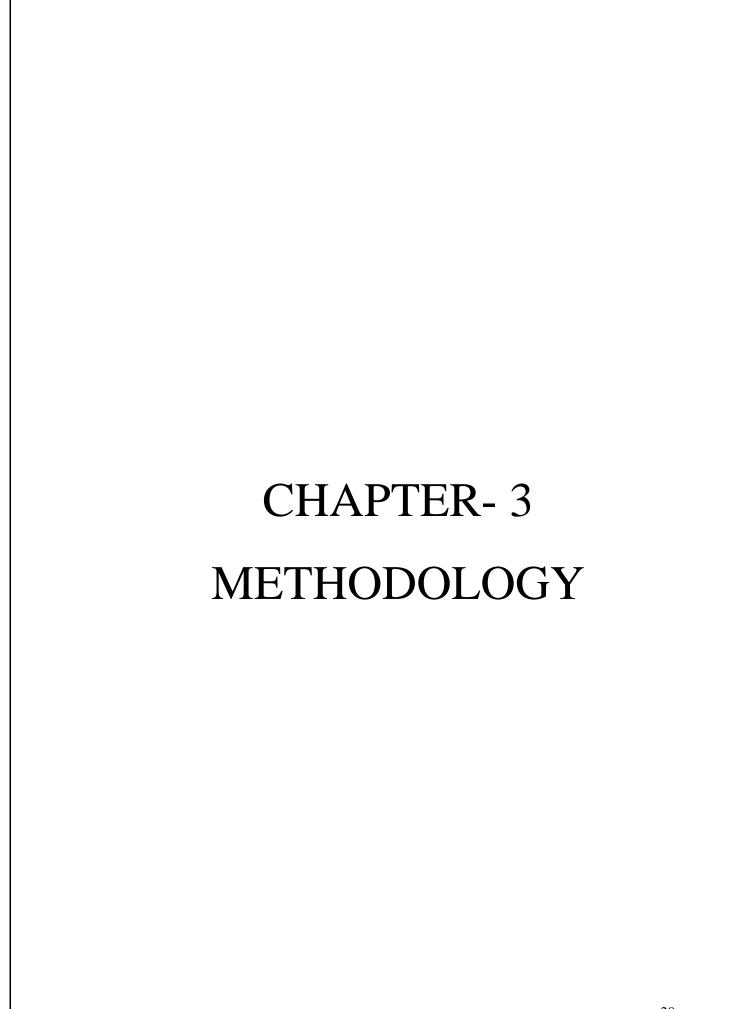
2.9 Strategies of Mental Health Support

One of the effective ways of supporting mental health in the workplace would be through a comprehensive and strategic approach. The most operative method is to establish an organization that has an incredibly supportive work environment where mental health issues are discussed freely and as an important subject. This method would include implementing the most operative culture allowing employees to be open and supportive in speaking about their mental health concerns without stigma or fear of the outcome or being judged.

Employee Assistance Programs (EAPs) represent a crucial linkage for mental health support at the workplace. They deliver numerous services, including, but not limited to, confidential counselling services, mental health resources, and referrals to specialized services. EAPs have been proven to improve employee well-being and to reduce stigma associated with help-seeking. The value of these programs must be assessed continuously to adapt to changing workforce needs.

Another key factor in the fostering of awareness regarding mental health in the workplace is training and education. Training and awareness for both managers and employees in recognizing the signs and symptoms of mental health problems, education from mental health literacy programs, and encouragement of peer support can all dramatically help improve the mental health environment of the workplace. Two other modern approaches that are spreading in popularity as a way of supporting employee mental health include digital mental health tools and mindfulness programs.

In short, addressing mental health within the workplace is both a moral obligation and the right thing to do, and it is also a strategic necessity for any organization interested in enhancing productivity and ensuring talent retention. With genuine mental health strategies in place, organisations are building a healthier, more engaged, and more productive workforce with the long-term success and sustainability of the organisation.

CHAPTER- 3

METHODOLOGY

3.1 Survey Design

4.1.1 Objective of the Survey

The main objective of this survey was to explore mental health conditions of staff members in the organization, with a view to establishing major causes of stress at work and measuring the influence of identified major factors on productivity. The main objective is to garner comprehensive data to support the development of strategies aimed at enhancing employees' well-being and the overall efficiency of the organization.

3.2 Data Collection

4.2.1 Survey Instrument

Google Forms were chosen for the design and sharing of the survey because it is user-friendly, accessible, and with strong features on data collection. Google Forms gave smooth data capturing and storage, automatic organization, and real-time tracking of participation, making it the more suitable tool for this research.

4.2.2 Survey Structure

The survey was structured in such a way that various aspects of employees' mental health and experience at the workplace were systematically addressed. A summary of the survey is shown below.

- Demographic Information: The section asked the most basic questions, collecting name, age, gender, department, and date of response to help provide some context to the analysis.
- Mental Health Status: The questions in this section were oriented to the current mental health status of the employees about stress, anxiety, and general well-being.

- Workplace Factors: this section examined certain workplace factors, which caused mental health challenges, such as workload, work-life balance, and managerial support.
- Impact on Productivity: the last section tried to find out how the mental health issues were affecting the employees' productivity and job performance.

4.2.3 Drafting Questions

The questions were well-formulated for clarity, relevance, and their ability to yield the needed data for realizing the objectives of the survey. A variety of question types were used.

- ➢ Multiple-Choice Questions: They were used to yield simple, measurable data.
- ➢ Likert Scale Questions: These questions allowed users to indicate the degrees of their experiences or opinions as related to stress levels and workplace satisfaction.
- ➢ Open-Ended Questions: These provided a chance for the participants to further explain their experiences and reveal insights that would go beyond the bounds of the closed questions.

The questions were framed in an unambiguous manner, where the respondent could clearly gauge the question intended and return accurate responses. The use of both quantitative and qualitative questions added to the understanding on the issues in such a comprehensive manner.

3.3 Participants

The survey was sent to the employees to reach as many people as possible. There had been 70+ respondents to this survey, thus presenting a cross-section of the organization. The sample sought to capture a holistic view of the mental health landscape within the organization and included a range of roles, seniority levels, and department breakdown.
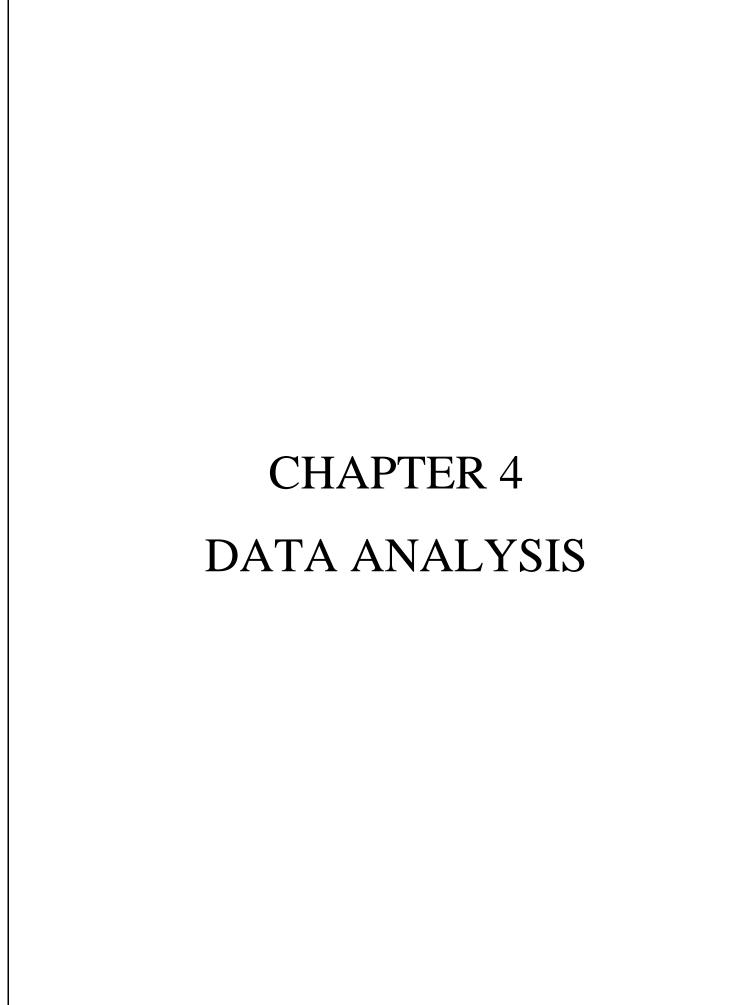
The questionnaire was sent electronically through email, inclusive of the link in the body content of the email, to each respondent. Partly due to this, reminder emails were sent to the participants, and all persons concerned were reassured that the responses would remain confidential and anonymous. These measures were especially important to ensure a good response rate and thereby reliable data.

3.3.1 Data Collection and Management

All responses were collected and maintained through Google Forms. This platform developed an automatic structured dataset to perform an analysis. Responses were kept privately in a fully secured dataset—only persons with credentials accessed them. It also helped in the real-time tracking of responses to assess participation rates.

3.3.2 Response Rate

The response rate was 79.12%, which was considered very proper for the objectives of the present study. It showed a prominent level of interest among employees, and thereby confidence in the representativeness and reliability of the data being collected. Any probable limitations due to the response rate would, therefore, be considered in consequential analysis.

CHAPTER 4

DATA ANALYSIS

4.1 Data Cleaning:

Before performing statistical analysis, the collected data was cleaned to remove incomplete or inconsistent responses. This ensured that only high-quality data was included in the analysis. Responses were checked for missing values and errors, and outliers were examined to ensure the reliability of the results.

4.2 Statistical Methods:

The following statistical techniques were used in this analysis:

- ANOVA (Analysis of Variance): To compare the mental health and job satisfaction levels across different groups, such as departments, age groups, and gender.

- Correlation Analysis: To measure the strength of the relationship between mental health and job satisfaction.

Key variables included:
- ✓ Department
- ✓ Age
- ✓ Gender
- ✓ Mental Health Rating
- ✓ Job Satisfaction
- ✓ Work-Life Balance
- ✓ Support Services

4.3 Raw Data Summary

Variable	Category	Number of Respondents	Percentage (%)
Total Respondents		76	100%
Age	20-30 years	30	39.5%
	31-40 years	28	36.8%
	41-50 years	12	15.8%
	51+ years	6	7.9%
Gender	Male	50	65.8%
	Female	26	34.2%
Department	Engineering	24	31.6%
	Production	18	23.7%
	Quality Control	14	18.4%
	Human Resources	10	13.2%
	Admin/Support	10	13.2%
Mental Health Rating	Poor	15	19.7%
	Average	30	39.5%
	Good	20	26.3%
	Excellent	11	14.5%
Job Satisfaction	Low	18	23.7%
	Moderate	38	50.0%
	High	20	26.3%
Work-Life Balance	Poor	20	26.3%
	Moderate	35	46.1%
	Good	21	27.6%
Support Services Use	Never Used	30	39.5%
	Occasionally Used	35	46.1%
	Frequently Used	11	14.5%

Key Insights from the Raw Data Summary:

- The majority of respondents are in the 20-30 and 31-40 age groups, making up over 75% of the sample.
- The Engineering and Production departments represent more than half of the respondents, with Engineering being the largest single group.
- Most respondents rated their Mental Health as either "Average" or "Good," while a smaller proportion rated it as "Excellent."
- In terms of Job Satisfaction, the majority of respondents (50%) reported moderate levels of satisfaction, with smaller proportions reporting high or low satisfaction.
- A significant portion of the workforce (26.3%) reported poor Work-Life Balance, which correlates with a lower satisfaction rate.
- Support Services usage appears to be mixed, with 46.1% using the services occasionally, while 39.5% reported never using them.

4.4 Frequencies:

1. Department:

Department	Frequency
Human Resource	4
IT Service	29
Finance	17
Marketing	8
Operations	15
Research & Development	3

- o The highest frequency in the department distribution is IT Service (29), indicating that most respondents belong to IT, followed by Finance (17) and Operations (15). This distribution may suggest that mental health trends could differ by department due to varied job roles and stressors.

2. Year of experience:

Less than 1 Year	9
1-2 Years	14
2-5 Years	14
5-7 Years	21
More than 7 Years	18

o Employees with 5-7 years of experience are the most represented group (21), followed by those with over 7 years (18). These groups may face unique stressors compared to less experienced colleagues, possibly related to role complexity and career expectations.

3. Age:

20-29	52
30-39	19
40-49	3
50 and above	2

o The majority of respondents are aged 20-29 (52), while very few are 40 and above. This young workforce might imply a focus on early-career challenges, such as balancing ambition with job satisfaction.

4. Gender:

Male	42
Female	34

o Males (42) slightly outnumber females (34) in this data. Differences in mental health experiences might arise from varying work-life balance needs, expectations, and workplace pressures based on gender.

5. Tenure in the Organization:

Less than 1 year	23
1-5 years	34
5-10 years	11
More than 10 years	8

- o Most respondents (34) have been with the organization for 1-5 years, indicating a relatively stable workforce. However, there is also a significant group with less than 1 year (23), highlighting potential stress related to onboarding and adaptation.

6. How would you rate your overall mental health currently?

Very Poor	7
Poor	3
Fair	19
Good	30
Very Good	17

- o The majority rate their mental health as "Good" (30) or "Very Good" (17), though a notable group reports "Fair" (19). This suggests that while many employees feel okay, there's still room to improve mental wellness within the organization.

7. Have you experienced any significant stressors recently?

Work-related Stress	14
Personal Stress	15
Health Concerns	9
Environmental Stress	7
Social Stress	0
No Significant Stressor	31

- o The leading stressors are Personal Stress (15) and Work-related Stress (14). A large group (31) reports no significant stressors, which is positive, though attention may still be needed for those facing these specific stressors.

8. How often do you feel stressed at work?

Never	5
Rarely	25
Sometimes	33
Often	10
Always	3

- o "Sometimes" (33) is the most common response, suggesting moderate but regular stress among employees. However, 10 report stress "Often" and 3 "Always," indicating a need for strategies to manage consistent stress.

9. How satisfied are you with your job overall?

Very Dissatisfied	1	2
Dissatisfied	2	6
Neutral	3	20
Satisfied	4	32
Very Satisfied	5	16

o A majority are "Satisfied" (32), with 16 "Very Satisfied," indicating positive job satisfaction overall. Few are dissatisfied, which implies generally good morale but also a need for enhancements to address any discontent.

10. Do you feel that your workload is manageable?

Yes	51
No	6
Maybe	19

o Most employees (51) believe their workload is manageable, but some are uncertain (19) or feel it's unmanageable (6). These latter groups could benefit from adjustments to workload or clearer guidelines to help reduce stress.

11. Do you have access to adequate resources and support to perform your job effectively?

Yes	45
No	14
Maybe	17

o A majority feel they have adequate resources (45), though 14 disagree and 17 are unsure. Improving access and communication about available resources may help those feeling under-supported.

12. How often do you feel overwhelmed or unable to cope with work demands?

Never	6
Rarely	17
Sometimes	40
Often	8
Always	5

- o The most common response is "Sometimes" (40), suggesting that occasional overwhelm is common. However, the 8 reporting "Often" and 5 "Always" might benefit from targeted support to manage work demands.

13. Do you feel that you have a good work-life balance?

Yes	40
No	22
Maybe	14

- o While 40 report having a good balance, 22 disagree, and 14 are unsure. Enhanced flexibility and supportive policies might help those struggling with balance.

14. How often do you experience feelings of anxiety or depression related to work?

Never	7
Rarely	22
Sometimes	35
Often	10
Always	2

- o "Sometimes" (35) is the most common response, indicating moderate levels of work-related anxiety or depression. Addressing workplace stressors and promoting mental health resources may reduce these experiences.

15. Are you aware of the mental health support services provided by the organization?

Yes	42
No	23
Maybe	11

- o The majority (42) are aware of available mental health support, though 23 are not. Increased communication may be beneficial to ensure all employees know their options.

16. Have you utilized any of these services?

Counseling or Therapy	4
Employee Assistance Program (EAP)	4
Stress Management Workshops	4
Support Groups	6
Online Mental Health Resources	4
None	54

- o Most employees have not used mental health services (54), potentially due to a lack of perceived need or awareness. Encouraging proactive use of services could help foster a supportive culture.

17. How supported do you feel by your immediate supervisor/manager in terms of mental health?

Not Supported at All	9
Slightly Supported	16
Moderately Supported	19
Very Supported	23
Extremely Supported	9

- o Most feel at least moderately supported (23 "Very Supported"), though 9 report feeling "Not Supported at All." Training managers to offer better mental health support could address this gap.

18. Do you feel comfortable discussing mental health concerns with your supervisor/manager?

Yes	51
No	6
Maybe	19

- o A strong majority feel comfortable discussing mental health (51), which is positive for fostering open communication. The 6 who feel uncomfortable might need different support options.

19. Is there anything else you would like to share about your mental health experiences at work? [Open ended]

No	61
Good Work culture	7
3 I feel better most of time stressed	5
Fear of losing and finding job	3

- o Most employees (61) had no further comments, while others mentioned aspects like a "Good Work Culture." There are some concerns about job security, which could be addressed by improving job stability.

20. Do you have any suggestions for improving mental health support in the workplace?

No suggestions at this time	23
Creating a supportive workplace culture	16
Greater flexibility in work hours	11
Improved communication about available resources	10
Regular mental health workshops or training	7
More access to counselling services	9

o "No suggestions" was the most common response (23), but "Creating a supportive workplace culture" (16) and "Greater flexibility in work hours" (11) were also popular. This suggests that many employees are content, though some see room for improvement in workplace culture and flexibility.

4.5 Findings:

1. Department vs. Mental Health vs. Satisfaction

    - The ANOVA test has also confirmed the existence of variances among
      the departments with respect to mental health and job satisfaction of
      the employees. The F-value which was calculated in this case
      was 5.143, which is higher than the cut off 3.036, which means that
      there are considerable differences in respondents' mental health and
      satisfaction levels with work based on the department they operate in.

ANOVA						
Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	15.4298245 6	2	7.71491228 1	5.14327485 4	0.00654424 3	3.03597495 8
Within Groups	337.5	22 5	1.5			
Total	352.929824 6	22 7				

Table 4.1: Department vs. Mental health and Satisfaction Variables\

- Explains the dispersion of mental health and satisfaction scores about the
  respective departments and other divisions.

2. Age vs. Mental Health

- Age also impacts mental health as it is a factor not to ignore in this context. Older employees have tended to report differing mental health levels than their younger counterparts. The F-value for this comparison stood at 204.364, comfortably above the critical level value of average originality facts and level of ceiling to average level.

ANOVA						
Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	185.6842	1	185.6842	204.3638	8.49E-30	3.904202
Within Groups	136.2895	150	0.908596			
Total	321.9737	151				

Table 4.2: Age vs. Mental Health

- Shows the variations of mental health between age groups. It identifies employees in their youth as well as in their older years to be the employees most stressed.

3. Support Services vs. Mental Health

- A quite significant F sufficiently large number proportion value of 166.826 was obtained indicating the strength of the relationship between the existence of support services and mental health of employees. Seemingly, to establish the real extent to which the effects of these services on job satisfaction remain unclear which calls for more studies.

ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	156.0263158	1	156.0263158	166.8261114	3.93721E-26	3.904201877
Within Groups	140.2894737	150	0.935263158			
Total	296.3157895	151				

Table 4.3: Support Services vs. Mental Health

- A graphical illustration **of the effect of support services on mental health is here presented.**

4. Work-Life Balance vs. Job Satisfaction

- Work-life balance emerged as a strong predictor of job satisfaction. The F-value here was 205.726, which implies that employees that strived to achieve both work relationships and family did achieve heightened levels of job satisfaction.

ANOVA						
Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	160.1052632	1	160.1052632	205.7258792	6.35637E-30	3.904201877
Within Groups	116.7368421	150	0.778245614			
Total	276.8421053	151				

Table 4.4: Work-life Balance vs. Job Satisfaction

- Illustrates how employees experience work-life balance and overall job satisfaction, implying a clear pattern where work-life balance increases alongside job satisfaction.

5. Association of Job Interaction and Mental Health

- The association of mental health and job satisfaction is moderate with the relationship and its being *positive.* While mental health is an important factor, it does not stand alone on the determinants of job satisfaction.

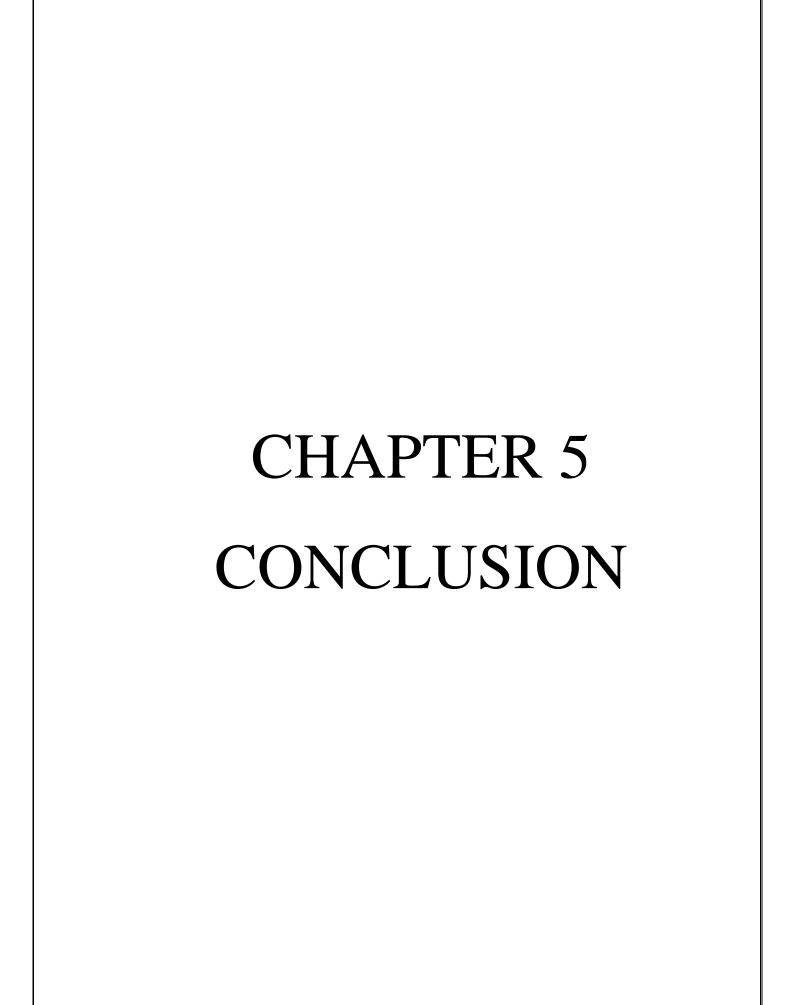|	*Mental health*	*Satisfied*
Mental health	1	
Satisfied	0.43264748	1

Table 4.5 : Correlation of Mental health vs Satisfaction

4.6 Interpretation :

- The study showed that most mental health problems were concentrated in some departments where stress seems to be higher and job satisfaction lower. Differences in mental health with respect to age are such that younger employees who are fairly new in the field or older employees who may be in more decision-making roles tend to have their respective challenges.

- Work-life balance emerged to be one of the strongest predictors of job satisfaction. Employees with better work-life balance were more satisfied at their jobs and this shows the need to encourage work-life balance in organizations.

- There was a moderate correlation between mental health and job satisfaction, and this still indicates the need for welfare since mental health is important for high levels of satisfaction. But more causes like the availability of support services and the organizational culture of different departments also determine overall employee satisfaction.

4.7 Implications:

- ✓ The findings of the research study have several implications for Larsen & Toubro (L&T).

    - ▪ Targeted Support Services: Support services play a big role in mental health, so the company needs to put more into improving mental health programs, especially for those in high-stress departments.

    - ▪ Work-Life Balance Initiatives: It would really increase overall satisfaction for those in higher stress departments if there were options to work from home or programs to relieve stress.

    - ▪ Departmental Focus: Certain departments have meaningfully lower mental health scores, so we should make some tailored interventions on a department-by-department basis to address their specific stressors.

CHAPTER 5
CONCLUSION

Conclusion:

This project was intended to study the landscape of mental health among the employees of Larsen & Toubro's Formwork Factory. Specifically, we wanted to analyze the relationship between mental health and job satisfaction. After analyzing the results of our survey, we found a few key takeaways that emphasize how important it is to consider both mental health and job satisfaction when thinking about employee health.

- **Mental Health and Job Satisfaction:**

The correlation between mental health and job satisfaction estimated at **43%** implies that mental well-being isn't the only driver of job satisfaction. Employees with poor mental health are more likely to have low job satisfaction but this relationship is also only moderate. It suggests we need MH interventions, as well as culture, work-life balance & support to increase overall employee satisfaction.

- **Departmental Differences:**

A key finding of this study is that mental health and job satisfaction differ significantly across departments. Some departments showed higher stress levels and lower job satisfaction, which may be attributed to varying job roles, work environments, or leadership styles. The ANOVA analysis revealed a statistically significant difference in mental health and satisfaction among departments, indicating that tailored mental health strategies for specific departments could be more effective than a generic approach.

- **Age and Mental Health:**

The results also revealed a strong connection between age and mental health. Older and younger employees often face different mental health challenges, likely due to their distinct responsibilities and career pressures. This underscores the importance of age-sensitive mental health programs that cater to the unique challenges encountered by employees at various stages of their careers.

- **Work-Life Balance as a Key Factor:**

Among the various factors analyzed, work-life balance stood out as one of the most significant contributors to job satisfaction. Employees who maintained a healthy work-life balance reported much higher levels of satisfaction, evidenced by an F-value of 205.726. This highlights the necessity of cultivating a workplace culture that promotes flexibility and assists employees in juggling their personal and professional lives. Enhancing work-life balance can lead to increased job satisfaction, lower stress levels, and potentially boost overall productivity.

- **Role of Support Services:**

Although support services were found to have a statistically significant effect on mental health, their specific influence on job satisfaction was less defined. The differences in employees' experiences with these services indicate that there may be variations in their availability or effectiveness across different departments. By strengthening and standardizing support services throughout the organization, it may be possible to achieve better mental health outcomes and higher job satisfaction.

Implications for Organizational Strategy:

The results of this study carry significant implications for the human resources and managerial strategies at Larsen & Toubro. To cultivate a healthier and more productive workforce, the organization should prioritize:

- Implementing customized mental health programs for departments experiencing higher stress levels.
- Providing more flexible working arrangements to enhance employees' work-life balance.
- Improving the accessibility and effectiveness of support services, ensuring that all employees can access mental health resources.
- Creating age-specific mental health initiatives to address the diverse needs of various employee groups.

By focusing on these areas, Larsen & Toubro can enhance employee well-being and increase overall job satisfaction, which can lead to improved retention rates, greater productivity, and a more robust organizational culture.

Conclusion Summary:

In summary, mental health plays a significant role in job satisfaction, but it is evident that factors such as work-life balance, departmental culture, and available support services are just as crucial in influencing employees' overall job experience. This project underscores the importance of a holistic approach to employee well-being, which should not only prioritize mental health but also foster a supportive work environment that addresses the varied needs of employees. By implementing these strategies, Larsen & Toubro can cultivate a more engaged, satisfied, and resilient workforce, better prepared to tackle the challenges of its demanding industry.

Reference:

- **American Psychological Association. (2020).** *Workplace mental health: Strategies for fostering positive mental health at work.* **Retrieved from https://www.apa.org**
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- **Harvard Business Review. (2021).** *How digital tools and mindfulness programs improve workplace mental health.* **Retrieved from https://hbr.org**
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- **Mental Health Foundation. (2019).** *Mental health at work report 2019.* **Mental Health Foundation. Retrieved from https://www.mentalhealth.org.uk**
  This report explores the prevalence of mental health issues in the workplace, such as stress and burnout, and highlights effective interventions like supportive workplace culture and accessible resources.

- **National Institute for Occupational Safety and Health (NIOSH). (2022).** *Work-life balance and its effects on mental health.* **Centers for Disease Control and Prevention. Retrieved from https://www.cdc.gov/niosh**
  This resource examines the connection between work-life balance and mental health, outlining key strategies that organizations can adopt to enhance well-being and reduce workplace-related stress.

o **World Health Organization. (2019).** *Mental health in the workplace: Strategies for prevention and support*. **World Health Organization. Retrieved from https://www.who.int**
The WHO report provides a global perspective on workplace mental health, discussing the financial and social impacts of poor mental health on organizations and outlining strategies for promoting a supportive work environment.

o *The Impact of Leadership on Employee Well-being and Mental Health* (**2021**). *Journal of Occupational Health Psychology*, **26(3), 345-359.** **This peer-reviewed article investigates how leadership behaviors affect employee mental health, particularly in high-stress environments. It underscores the importance of supportive leadership in reducing stress and promoting a positive work culture.**

o **Mind. (2020).** *Workplace wellbeing and mental health: A guide for employers*. **Retrieved from https://www.mind.org.uk**
This guide provides employers with strategies to support mental health in the workplace, including flexible working policies, mental health training, and resources to reduce stigma and promote well-being.