

The Relationship between Mental health and Job Performance (Employees of Shahrekord Refah Bank as Case Study)

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ABSTRACT

Undoubtedly, human resource is the most valuable capital in any organization. In this regard, attending employees' mental health is an important and necessary aspect of their work. This is why that the present study was aimed to investigate the relationship between employees' mental health and their job performance. The statistical population of this study includes 140 employees of Refah Bank of Shahrekord City. In order to collect the research data, all employees were surveyed. For this purpose, two standardized questionnaires were used. The reliability and validity of the questionnaires were examined and approved. The research purpose as achieved through a main hypothesis and six secondary ones. The hypotheses were developed based on the components of Ryff psychological-welfare model. In order to analyze the research data and test the hypotheses, Spearman correlation coefficient and regression analysis were used in the SPSS. The first method was used for investigating relationship between components of mental health and the second one was employed for predicting dependent variable (job performance) through independent variables (components of mental health). The findings revealed that there is a significant relationship among mental health, approve of self, positive relations with others, personal growth, domination on environment, purposiveness in life, and job performance.

KEYWORDS: Mental Health, Welfare-psychological Model, Performance

INTRODUCTION

Since human resource is considered as one of the most important resource and capital in every organization and its health plays an important role in the organizational productivity, it is inevitable to implement any planning and investment for maintaining and improving employees' health. Finally, it results in more productivity and return on investment. Mental problems result in disorder in doing job functions, reducing motivation, stress, fear, and concerns. This also leads that the person consume a large part of his/her time for such disorders and losses ability and interest of active participation in organization. Recruiting and employing efficient and qualified manpower can be effective in achieving organizational goals [8]. Effective management of resources is not possible unless considering employees' health. Suppose that an organization can achieve desirable levels of performance through adopting different methods and ignoring humanity aspects of workplace. The employees of such as organization have many abnormal characteristics such as hypothyroidism, absenteeism, rumor, and even character assassination. This is why managers should attempt to eliminate any stress from workplace so that employees feel job safety and do their job functions with high motivation and enthusiasm and without any anxiety and depression [15]. There are several sources of stress in today's world and some of them derive from workplace. Violence and conflict with coworkers, deprivation of rewards, delay, and pressures of direct board are the main sources of stress in workplaces. The managers should attempt to maintain health conditions of workplace and employees' mental health so much that the organization is able to achieve higher levels of organizational productivity. A large part of societies' manpower is operating in services industries and deal with clients directly. Baking sector is one of the main services industries that undertake responsibility of quality services. In this regard, quality of services plays an important role in attracting capitals. In the past two decades, some factors such as offering services, maintaining, and increasingly competitive pressures create considerable changes in baking sector. Such changes force banks to adopt banking strategies such as relationship marketing. Indeed, banking employees should be considered as internal customers by managers. It is not possible to achieve desirable levels of customer satisfaction in baking sector without attending and considering higher levels of employees' satisfaction. Refah Bank is one of the main services organizations that have such problems in terms of human resource. With respect to the above-mentioned discussions and importance of employees and their role in any organization, managers should know that what is mental health, how influences

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employees' performance and job behaviors, and what is its outcomes? Providing a health and tension-less environment and appropriate planning and investment situations for employees' promotion in the bank is possible through recognizing mental health factors and reducing environmental sources of stress. Finally, it will be possible to achieve organizational goals and increase its efficiency and effectiveness. This is why that present study was aimed to investigate the relationship between employees' mental health and their job performance in Refah Bank of Shahrekord City.

REVIEW OF LITERATE

Succulence, merriment, and sense of serendipity are the main gifts which can be achieved through mental health. In addition, mental health is one of the most important effective factors on promoting and improving mankind. Since the importance of mental health, several definitions have been presented for this concept that some of them are presented and discussed in the following section. Mental health is person's thought health and adaptability power with environment and relatives. It should be noted that mental health implies that person believes his/her and abilities and can do everything and solve every problem [2]. Mental health of workplace means resistance to mental disorders and behavioral disorders which can be achieved through securing mental space so that organizational goals and employees' satisfaction are achievable [1]. World health organization refers that mental health is located in an overall concept of health and health means ability of playing social, mental, and physical roles. In addition, health is not lack of illness. Grand Larose dictionary of psychology defines mental psychology as person's ability to make affairs more coordinated, desirable, and effective [14]. Kaplan points out that mental health consist of stable adaptation with variable situations and attempt to create a balance between internal demands and environmental requirements [20], [21]. Adler believes that life is not real conditions but it is possibilities. He believes selecting responsibility, concepts meaning, and future expectations. Goal and future expectations are the main drives of behavior. Human's goal is need to adaptability with environment and responding it. A health person avoids fundamental mistakes such as absolute generalization, inaccurate and unachievable goals, incorrect understanding, inappropriate life expectations, inaccurate opinions and values (Iravani and Nejat, 2008). According to Rojers, creativity is the most important inner desire in every health person. In addition certain methods of health and evolution depend on person's love (Iravani and Nejat, 2008). On the other hand, performance refers to status or quality of function. Based on that definition, organizational performance is an overall construct which refers to the quality of doing organizational activities [6]. The most famous definition of performance has been suggested by Nili et al. (2002). They refer that performance is the process of explaining quality of past activities effectiveness and efficiency. Based on this definition, performance can be categorized into two sections including efficiency and effectiveness.

1. **Efficiency:** refers to the quality of using organizational resources in producing goods and offering services. In other words, efficiency is a relationship between existing and desirable combination of inputs for producing outputs.
2. **Effectiveness:** refers to the degree of achieving organizational goals. Such goals can be explained in terms of appropriateness (degree of adaptation of outcomes with customers' needs), accessibility (aspects such as frequency and physical distance), and quality (degree of expected standards actualization) [22].

Organizational performance is the measurable results of organizational decisions and efforts which show degree of employees' success and outcomes. Indeed, cost is the main part of performance. It should be noted that performance includes any competitive and non-physical goals such as flexibility, quality, and speed (Tangen, 2004). So, performance is the behaviors of employees in terms of jib [13]. Performance also refers to measurement of goals and whether should we do a certain activity or not [5]. Performance evaluation refers to a process by which employees' efforts are examined and measured in predetermined points [7]. On the other hand, performance evaluation is a formal process by which employees can be informed about their positive and negative outcomes [10]. Investigation of strengths and weaknesses of job can be done through performance evaluation [11]. According to Sayyedjavadin (2002), performance evaluation is a path to recognize employees' personality traits based on their positive and negative outcomes. All in all, performance evaluation is relative measurement of a person's performance in terms of quality of doing job activities in a period in comparison to its standards [4]. Examining welfare-psychological model of Lyff and his positive psychologists refers that mental health is a positive psychological functions. They conceptualized it in terms of a welfare-psychological model. In this regard, welfare-psychological model refers to the optimum psychological function (Rian and Deki, 2001). Multi-dimensional model of Lyff et al. is one of the main models in this area. Multi-dimensional model consists of 6 components including approve of self, positive relations with others, personal growth, domination on environment, purposiveness in life, and autonomous [25].

Past studies

Farahbakhsh et al. (2007) examine and compare conditions of students' mental health in the University of Lrestan in terms of personal and educational factors. The results of their study revealed that students' age, educational experiences, and types of education influence their mental health. But other factors such as educational field, educational achievement, geographic location, and marital status do not influence their mental health. Saber et al. (2006) examine conditions of employees' mental health in the Medical Sciences University of Semnan. Their findings revealed that mental health explain 28.6 of error variations. The most dangerous factor was remedial factor (41%) and the least dangerous one was administrative factor. Based on another part of their findings, 29.3% of employees with 40-49 years old, 37.4% of female employees, 40.7% of employees with M.Sc. degree, 60% of single employees, and 35.2% of employees with more than 20 years job experiences have the most value. The results of logistic regression analysis revealed that age, educational levels, and job are the main effective factors on the employees' mental health. Valizade (2004) evaluate mental health and educational operation of students in the University of Tehran and then compare mental health and educational operation of different students. The purpose of this study has been achieved through examining five hypotheses. The first hypothesis states that there is a significant relationship between students' mental health and their educational operation. This hypothesis has been supported. the second and third hypotheses states that changes in the context and condition of mental health and educational operation in the beginning of academic life. These hypotheses have been supported. The fourth and fifth hypotheses of this study state that there is a significant difference between different groups of students in terms of the relationship between mental health and educational operation. The later hypotheses were not supported. Abbaspor (2011) examines prediction of organizational health through personality traits. He also investigates managers' mental health. The statistical population of his study includes 120 male and female managers of an industrial complex. All of the population members were surveyed. He used three questionnaires including general health questionnaire, personality traits (NEO-FFI) questionnaire, and organizational health questionnaire. The results of his study revealed that two parts of mental health including physical inadaptability and social abuse can predict organizational health. In addition, a significant negative relationship was observed between mental health and its components (including physical inadaptability, anxiety, social abuse, and depression) and organizational health and its components (including organizational processes, growth, organizational change, and organizational functions). The results also showed that managers' personality traits such as extroversion and consciousness have significant positive relationship with organizational health. On the other hand, a significant negative relationship was found between OCD and organizational health [21]. Yadegari Khandani (1991) examines the effect of Principles' mental health on teachers' performance in high schools. Indeed, he attempted to identify effective factors on mental health. For this purpose, 14 high schools were surveyed. A sample of 300 teachers and 300 students was selected randomly. In order to collect the research data, two questionnaires were used. In order to analyze the research data and test the hypotheses, t-test was employed [17]. Barniz (1984) investigates the relationship between mental health and job performance. An equal group of 150 respondents was selected for examining conditions of mental health. The results of his study revealed that there is a significant relationship between all components of mental health (except gender satisfaction) and job performance [18]. Parasima and Kolsom (2013) investigate the relationship between social intelligence of high school students and their mental health. They also have attempted to investigate the relationship between different levels of social intelligence and mental health. The results of their study revealed that there is a significant relationship between social intelligence and mental health. This means that teachers with higher social understanding or social information have much mental health [23]. D. Lang et al. (2004) examine the relationship between job expectations, job control, support of supervisor, and mental health. They also investigate the effect of mental health on the job characteristics. They also consider time delay in their study. The results of their study revealed that there is a significant relationship between mental health and job characteristics. They also found that one year is a good time period for this purpose. Finally, they found that job characteristics influence job stress [19].

Hypotheses development

Main hypothesis

There is a significant relationship between employees' mental health and their job performance.

Secondary hypotheses

1. There is a significant relationship between employees' approve of self and their job performance.
2. There is a significant relationship between employees' positive relations with others and their job performance.
3. There is a significant relationship between employees' personal growth and their job performance.

4. There is a significant relationship between employees' purposiveness in life and their job performance.
5. There is a significant relationship between employees' domination on environment and their job performance.
6. There is a significant relationship between employees' autonomous and their job performance.

RESEARCH METHODOLOGY

The present study is a practical research from purpose view and is a descriptive-correlational research perspective. In order to collect the research data, both library and field study methods were used. For this purpose, literature was reviewed critically and a standardized questionnaire of Ryff welfare-psychological model was employed. The questionnaire consists of 6 demographic variables, 18 questions of mental health, and 15 questions of job performance. The reliability and validity of the questionnaires were examined and approved. The statistical population of this study includes 140 employees of Refah Bank of Shahrekord City. In order to collect the research data, census was used rather than sampling. In order to analyze the research data and test the hypotheses, Spearman correlation coefficient and regression analysis were used in the SPSS. The first method was used for investigating relationship between components of mental health and the second one was employed for predicting dependent variable (job performance) through independent variables (components of mental health).

Findings of data analysis

In order to analyze the research data, it is necessary to investigate normal distribution of data.

The first hypothesis of this study states that there is a significant relationship between employees' approve of self and their job performance.

H0: There is not any significant relationship between employees' approve of self and their job performance.

H1: There is a significant relationship between employees' approve of self and their job performance.

The results of this hypothesis are presented in table 1.

Table 1: the results of first hypothesis

Correlation coefficient	Sig	Frequency	Result
0.236	0.005	140	Supported

The results of table 1 revealed that significance level is 0.005 and its correlation coefficient is 0.236. The H0 is rejected and H1 is supported. So the hypothesis is supported. It can be said that there is a significant relationship between employees' approve of self and their job performance.

The second hypothesis states that there is a significant relationship between employees' positive relations with others and their job performance.

H0: there is not any significant relationship between employees' positive relations with others and their job performance.

H1: there is a significant relationship between employees' positive relations with others and their job performance.

The results of this hypothesis are presented in table 2.

Table 2: the results of second hypothesis

Correlation coefficient	Sig	Frequency	Result
0.266	0.005	140	Supported

The results of table 2 revealed that significance level is 0.005 and its correlation coefficient is 0.266. The H0 is rejected and H1 is supported. So the hypothesis is supported. It can be said that there is a significant relationship between employees' positive relations with others and their job performance.

The third hypothesis states that there is a significant relationship between employees' personal growth and their job performance.

H0: there is not any significant relationship between employees' personal growth and their job performance.

H1: there is a significant relationship between employees' personal growth and their job performance.

The results of this hypothesis are presented in table 3.

Table 3: the results of third hypothesis

Correlation coefficient	Sig	Frequency	Result
0.237	0.005	140	Supported

The results of table 3 revealed that significance level is 0.005 and its correlation coefficient is 0.237. The H0 is rejected and H1 is supported. So the hypothesis is supported. It can be said that there is a significant relationship between employees' personal growth and their job performance.

The fourth hypothesis of this study states that there is a significant relationship between employees' purposiveness in life and their job performance.

H0: there is not any significant relationship between employees' purposiveness in life and their job performance.

H1: there is a significant relationship between employees' purposiveness in life and their job performance.

The results of this study are presented in table 4.

Table 4: the results of fourth hypothesis

Correlation coefficient	Sig	Frequency	Result
0.255	0.005	140	Supported

The results of table 4 revealed that significance level is 0.005 and its correlation coefficient is 0.255. The H0 is rejected and H1 is supported. So the hypothesis is supported. It can be said that there is a significant relationship between employees' purposiveness in life and their job performance.

The fifth hypothesis states that there is a significant relationship between employees' domination on environment and their job performance.

H0: there is not any significant relationship between employees' domination on environment and their job performance.

H1: there is a significant relationship between employees' domination on environment and their job performance.

Table 5: the results of fifth hypothesis

Correlation coefficient	Sig	Frequency	Result
0.309	0.005	140	Supported

The results of table 5 revealed that significance level is 0.005 and its correlation coefficient is 0.309. The H0 is rejected and H1 is supported. So the hypothesis is supported. It can be said that there is a significant relationship between employees' domination on environment and their job performance.

The sixth hypothesis states that there is a significant relationship between employees' autonomous and their job performance.

H0: there is not any significant relationship between employees' autonomous and their job performance.

H1: there is a significant relationship between employees' autonomous and their job performance.

The results showed that significance level is more than 0.05. So, H0 is supported and H1 is rejected. It can be said that there is not any significant relationship between employees' autonomous and their job performance.

The main hypothesis states that there is a significant relationship between employees' mental health and job performance.

H0: there is not any significant relationship between employees' mental health and job performance.

H1: there is a significant relationship between employees' mental health and job performance.

The results of this hypothesis showed that the significance level is less than 0.05. The H0 is rejected and H1 is supported. The correlation coefficient is 0.427. It can be said that there is a significant relationship between employees' mental health and job performance.

Regression analysis

The results of regression analysis revealed that the regression model is significant. The regression model is presented in the following section.

$$Y = 2.40 + 0.095 x_1 + 0.049 x_2 + 0.152 x_3 + 0.110 x_4 + 0.55 x_5 + 0.106 x_6$$

The results of regression model (Beta) revealed that 0.143 of variations of job performance can be explained through mental health. In other words, positive relations with others explain 0.073 variations of job performance;

personal growth explains 0.190 variations of job performance; purposiveness of life explains 0.149 variations of job performance; and domination on environment explains 0.077 variations of job performance. In addition, the most effective factor is personal growth.

DISCUSSION AND CONCLUSION

Based on the findings of this study, the following empirical suggestions can be suggested for improving mental health and job performance of employees in Refah Bank of Shahrekord.

1. It is necessary to change employees' negative attitudes through learning them about self and job. Also it is necessary to devote a large part of time for employees to express their personal perspectives toward job and sel. It is possible to change employees' attitudes through recruiting qualified and experienced counselors.
2. Implementation of educational periods for employees and managers can be effective in learning and reinforcing interpersonal communications skills in them. This leads to increase their power and ability in controlling surrounding complex environment and providing development, growth, and promotion opportunities.
3. Providing employees and managers with learning, growth, and change opportunities and creating empathy, cooperation, and respect in the workplace can be effective in reinforcing their mental health in achieving organizational goals.
4. Offering monthly and annual reports about employees and managers' mental health and implementing counseling sessions for recognizing their mental problems and attempting to solve them.

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