

Impact of Organizational Factors on Employee Mental Wellbeing: A Quantitative Study on the Textile Industry of Karachi, Pakistan.

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Abstract

The main goal of this research is to assess the impact of different Organizational Factors on Employee Mental Wellbeing in the Textile Industry of Karachi, Pakistan. Employee mental wellbeing is one of the most important aspects for Human Resource Managers in determining their strategies to enhance employee productivity. The variables used in this study as independent variables are Workload, Work environment, Organizational Culture, Supervisor Feedback, Organizational Employee Support, Reward and Recognition. The dependent variable used in this research is Employee Mental Wellbeing. This is explanatory quantitative research and a deductive approach has been used. Data for this study was collected via primary and secondary sources; primary data collection included a self-administered survey questionnaire which was collected from 350 respondents. Secondary data collection was done via previous similar studies related to the topic. Convenience sampling was selected for this research, depending on how convenient it was to acquire the data; the respondents' responses were gathered accordingly. Results gathered were then run on the statistical software known as the SPSS Software for data analysis and hypotheses testing. Hypotheses accepted were Workload, Organizational Culture, Work Environment, Supervisor Feedback and Reward & Recognition and they all had a significant impact on employee mental wellbeing. The only Hypothesis rejected was Organizational Employee Support and the impact it held on employee mental wellbeing was insignificant.

Keywords: Workload, Organizational Culture, Work Environment, Supervisor Feedback, Reward & Recognition, Organizational Employee Support, Employee Mental Wellbeing.

Introduction

job-related employee well-being is increasingly recognized as a crucial factor in job performance and human functioning. Employees also affect working conditions, with self-subverting and job crafting affecting job demands, strain, and negative practices. Confidence and self-viability contribute to better job performance, while engaged employees focus on pressing tasks. (Bakker & Demerouti, 2018).

Positive leadership significantly impacts employee wellbeing. Transformational leadership positively impacts mental well-being, as compassionate leaders enhance employee skills and listen to their problems. This approach reduces burnout, which is a result of work-related stress and emotional exhaustion, ultimately inspiring better performance. (Arnold, 2017).

A positive way to deal with mental wellbeing issues in the workplace advocates the assessment of an undiscovered asset which is psychological capital. Supportive organizational culture and purposeful work go hand in hand when it comes to positively influencing psychological capital at the disposal of the organization. This leads to high job satisfaction and ethically satisfactory mental wellbeing of the employees. People who work spend considerable amount of time at their respective workplaces, even to the extent that work stress makes it difficult for them to have a healthy work life balance hence also adversely affecting their personal lives. In recent times where competition has become so strong that competing and staying relevant has taken its toll on social life, physical and mental wellbeing of the employees (Kim, Kim, Newman, Ferris, & Perrewé, The antecedents and consequences of positive organizational behavior: The role of psychological capital for promoting employee well-being in sport organizations, 2019).

Covid-19 has significantly impacted employee mental wellbeing and work-related stress. The pandemic has led to challenges in new working practices, affecting psychological and mental wellbeing. The virus's contagious nature, safety concerns, longer working hours, and high-risk tasks can significantly impact employees' mental wellbeing. (Giorgi, et al., 2020).

Employee job performance is influenced by organizational challenges, putting pressure on them to perform tasks effectively. Organizational change often causes workplace stress, making effective management of employees' psychological transitions crucial. Workplace security is a growing issue, and failure to adapt can lead to negative emotional reactions, such as stress, anxiety, job security, and undervaluation, negatively impacting employee performance and overall organizational performance. (Yan, Basheer, Irfan, & Rana, 2020).

Objectives of the Study

The study aims to identify organizational factors affecting employee mental wellbeing, including workload, organizational culture, work environment, supervisor feedback, reward and recognition, and organizational employee support. It also examines the impact of supervisor feedback, reward and recognition, and organizational employee support.

Research Questions

1. What is the impact of Workload on Employee Mental Wellbeing?
2. What is the impact of Organizational Culture on Employee Mental Wellbeing?
3. What is the impact of Work Environment on Employee Mental Wellbeing?
4. What is the impact of Supervisor Feedback on Employee Mental Wellbeing?
5. What is the impact of Reward and Recognition on Employee Mental Wellbeing?
6. What is the impact of Organizational Employee Support on Employee Mental Wellbeing?

Hypotheses of the Study

H0: None of the independent variables have an impact on Employee Mental Wellbeing.

H1: Workload has a significant impact on Employee Mental Wellbeing.

H2: Organizational Culture has a significant impact on Employee Mental Wellbeing.

H3: Work Environment has a significant impact on Employee Mental Wellbeing.

H4: Supervisor Feedback has a significant impact on Employee Mental Wellbeing.

H5: Reward and Recognition has a significant impact on Employee Mental Wellbeing.

H6: Organizational Employee Support has a significant impact on Employee Mental Wellbeing.

Literature Review

Workload

The global shift towards technology and automation has transformed human work, shifting focus from physical effort to mental effort. This has led to increased responsibilities for workforces to operate and maintain complex tools and procedures, putting performance under constant scrutiny. Critical thinking abilities have become more significant, resulting in increased mental workload. Physical demanding work combined with mental errands can reduce attentiveness and performance. Tasks can become complicated due to simple changes, impacting effectiveness, attention, and time. Control processes are crucial for successful simultaneous task execution, as workload increases. (Leva & Builes, 2017).

Senior management neglects data decision-making, leading to overburdening employees and digital illiteracy. Excessive workload negatively impacts both employees and employers, leading to employee burnout, high turnover, and deteriorating work life balance. Workload is an expense spent to achieve specific performance levels, and it is a crucial factor in employee productivity. Too little workload can make employees lazy and unproductive, while excessive workload overwhelms and causes job dissatisfaction, leading to job dissatisfaction and employee turnover. (Maldrine & Kiplangat, 2020).

Organizational Culture

Organizational culture is crucial for its success, impacting operational effectiveness and performance. A positive culture leads to high morale, productivity, and reduced employee turnover. However, many leaders are unaware of its significance or lack the knowledge to build and maintain a robust work culture. A strong and healthy workplace culture is essential for employee performance and productivity. Leaders should understand the benefits of a strong culture and the costs associated with not having one, and be aware of the need for building and sustaining a solid organizational culture. (Warrick, 2017).

A strong organizational culture is crucial for success, involving understanding individual expectations, fostering teamwork, and promoting creativity, innovation, and workplace decorum while maintaining formalized structure and rules. (Arditi, Nayak, & Damci, 2017).

Organizational culture is essential for human resources to develop innovative, synergic, and ethical work techniques. It is based on shared values, beliefs, and encourages employee engagement and satisfaction. Strengthening an organization's culture requires core values, clear guidelines, and effective information circulation. (Lubis & Hanum, 2020).

Organizational culture is crucial for knowledge management and innovation, as it drives employee behavior and improves market insights. A strong organizational culture fosters innovation and fosters creativity. A versatile and learning culture is ideal for long-term development and performance, encouraging innovative behaviors and fostering information sharing. The success of knowledge management and information sharing are closely linked to an organization's culture, emphasizing information creation and sharing. (Abdi, et al., 2018).

Work Environment

Negative work environments can cause emotional exhaustion and physical burnout, while favorable environments offer autonomy, organizational support, and task support. Healthy work environments foster trust, participation, security, responsibility, and values, while promoting honesty and responsibility. (Nogueira, et al., 2018).

Work environment is crucial for employee morale, productivity, and performance. It reduces error rates, fosters good relationships, and aligns goals with the organization. Cooperative work conditions increase productivity and quality of results. However, unfavorable conditions can lead to reduced performance, increased absenteeism, and high employee turnover. The workplace environment encompasses factors such as relationships, management, and corporate culture, influencing employee experience and self-awareness. (Massoudi & Hamdi, 2017).

In today's technologically advanced era, organizations face increased competition and need to boost productivity. Flexible working methods provide employees with knowledge and autonomy, while top management focuses on outcomes. Work environment impacts knowledge, productivity, and work practices, with some organizations being more conservative. (Palvalin, 2017).

Supervisor Feedback

Regular employee feedback is crucial for engagement and innovative behavior. Supervisor feedback aligns with expectations and provides detailed information, reinforcing performance

and improving organizational perception. Wider employee groups perform better, but without feedback, employees' perception deteriorates, hindering innovative behavior. (Eva, Meacham, Newman, Schwarz, & Tham, 2019).

Timely and constructive supervisor feedback is crucial for employee performance and positive behavior. It is essential to provide timely and frequent feedback to employees, as it helps them learn at the right time. Feedback immediacy refers to the proximity of time to a task, while feedback frequency refers to the frequency of feedback given. Constructive feedback is strength-based, focusing on the employee's performance, talent, and skills rather than personal nature. It is considered precise, easy to understand, and acceptable, enhancing employee performance and boosting morale. (Kuvaas, Buch, & Dysvik, 2017).

Supervisor feedback is a crucial tool for employee engagement, motivation, and learning. It can be provided through formal criticism or self-driven efforts. Feedback can encourage creative behavior and change behavior, promoting better goal-oriented tasks. It provides a roadmap to better performance and encourages individuals to use feedback for innovative techniques. Both methodologies are important for fostering employee engagement and motivation. (Christensen-Salem, Kinicki, Zhang, & Walumbwa, 2018).

Reward & Recognition

Organizations award rewards and recognition to employees for their achievements and contributions, boosting morale and enhancing job satisfaction. These rewards can be intangible or tangible, with implicit rewards being intangible and intrinsic rewards being tangible. Recognition plays a crucial role in retaining top talent and increasing an organization's capabilities in the global business market. Organizations should consider monetary rewards to maintain employee motivation and satisfaction levels. (Tirta & Enrika, 2020).

Reward management aims to provide equitable and fair treatment to employees based on their worth to the organization. It involves defining career paths and salary packages, as career growth is crucial for employee retention. Strategies and policies should be developed to achieve organizational goals while keeping employees motivated, engaged, and loyal. Extrinsic rewards, such as bonuses, promotions, pay, fringe benefits, and investment opportunities, are expected,

while intrinsic rewards like achievement, importance, impact, self-awareness, and commitment are sought. (Togher, 2016).

Reward and recognition schemes significantly impact employee motivation and performance. Proper schemes are crucial for achieving organizational goals and attracting and retaining talent. Extrinsic factors like salary and fringe benefits can cause job dissatisfaction, while intrinsic motivators like autonomy, freedom, and authority increase employee loyalty. Involving employees in decision-making and incorporating intrinsic rewards leads to better job satisfaction. Reward schemes should be actively implemented to attract and retain talent, keep employees committed, and help fulfill shared goals. (Ndungu, 2017).

Organizational Employee Support

Organizational support positively impacts employee performance and retention, particularly for frontline workers. It is linked to employee attitude and social exchange, leading to mutually beneficial transactions and connections. Organizations that care about their employees enhance their perceived support, which boosts employee motivation and innovation. Perceived support can also impact employee performance in a rapidly changing corporate world. Employees are influenced by internal and external factors, making it difficult to maintain expectations. Inhibitory support actions are implemented to rectify undesirable conduct. (Chen, et al., 2020).

Employee Mental Wellbeing

Work stress has a significant psychological impact on employees, leading to decreased productivity and absenteeism. Despite the potential benefits of workplace mental health, psychological treatments are often neglected. Digital mental health interventions can help address this issue, but their effectiveness in addressing common mental health issues in adults remains unclear. Providing these interventions in the workplace is crucial for promoting mental wellbeing and preventing workplace stress. (Carolan, Harris, & Cavanagh, 2017).

Organizations are implementing behavioral interventions to reduce employee burnout and improve well-being. Workplace mindfulness techniques promote openness to present-moment events, promoting mental well-being, physical health, and cognitive outcomes. These techniques help employees recover from toxic experiences and promote growth after adversity. Positive benefits of these interventions include increased productivity, job performance, acceptance and

commitment therapy, innovation promotion programs, and team-based problem-solving. (Slutsky, Chin, Raye, & Creswell, 2019).

Employee-centered HR policies aim to improve employee well-being by focusing on social, physiological, and psychological wellbeing dimensions. Psychological concepts play a crucial role in organizational outcomes, such as physical exhaustion and social separation. Implementing employee mental wellbeing practices that complement and align with organizational performance is essential. While some argue that employee mental wellbeing practices contradict each other, they ultimately contribute to organizational performance. Higher mental wellbeing levels are linked to healthier, happier, and longer lives, with a positive correlation between employee mental wellbeing and job performance. (Loon, Otaye-Ebede, & Stewart, 2019).

Research Methodology

The aim of this specific research was to analyze the organizational factors determining employee mental wellbeing within the Pakistani Textile Industry. When it comes to the geographical distribution of the sample, emphasis was put on the city of Karachi in the province of Sindh where the research was conducted, while the source whereupon the research took place and the information was being gathered included five (5) major companies in the Textile Industry of Pakistan.

Population, Sample and Sampling Technique

This research aimed to understand organizational factors influencing employee mental wellbeing in the Pakistani textile industry. It was conducted on textile companies in Karachi, Pakistan, involving employees at both head offices and production sites. The sample size was 300-350 respondents, with 70 respondents from five different companies. The research aimed to understand the factors influencing employee mental wellbeing in the textile industry.

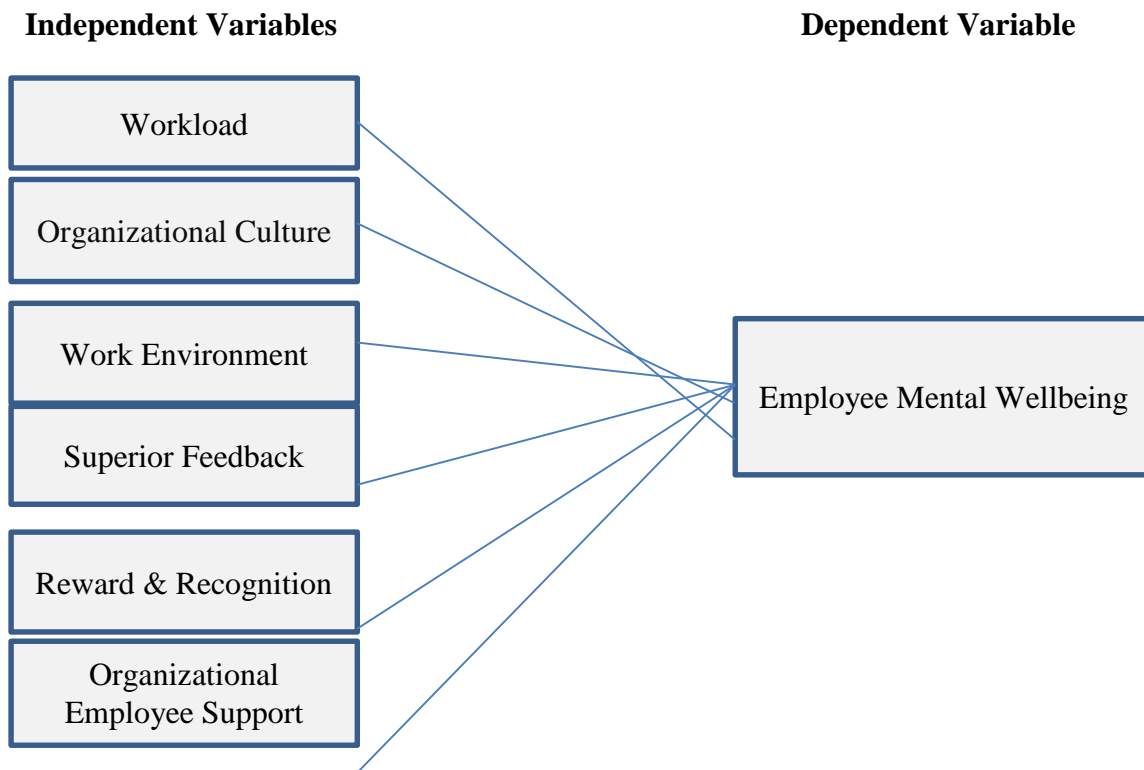
Research Design

Two types of research methods most commonly used are quantitative and qualitative however, this research follows the quantitative approach which helps the researcher to systematically collect data and quantify results. The research design consists of various elements which include hypotheses, data collection and analysis, dimensions and conceptual framework. As aforementioned this research utilized quantitative method of research in which primary data was systematically collected from the respondents through close ended survey questionnaire via

Google online forms. The data collected was then statistically quantified providing numerical results for analysis. Quantitative research is known to give more genuine and statistically correct calculated results by running the data collected through statistical software known as SPSS, the intervention of the SPSS statistical software further helped us in avoiding any form of biasness or error accordingly. This research in particular was casual (explanatory) in nature, as it worked towards determining the cause-and-effect relationship between independent variables (Workload, Organizational Culture, Work Environment, Superior Feedback, Reward & Recognition and Organizational Employee Support) on the dependent variable (Employee Mental Wellbeing) hence, deductive approach was adopted. A deductive approach is mainly used to test theories and hypothesis; therefore, it will be a theory-testing approach. The deductive approach is to make assumptions and objectives first, and then create various standards. Furthermore, the time orientation of the research was cross sectional where information was gathered at a given point of time without the possibility of any change in response (Sürücü & MASLAKÇI, 2020).

Figure 1

Conceptual Framework



Conceptual Framework upfront mentions the independent variables and the dependent variable used in the study. This in effect further assists in understanding the cause-and-effect relationship

of different independent variables incorporated in the research namely Workload, Organizational Culture, Work Environment, Superior Feedback, Reward & Recognition and Organizational Employee Support on the dependent variable i.e., Employee Mental Wellbeing.

Data Analysis and Results of the Study

For the data collection for this specific study pertaining to the Impact of Organizational Factors on Employee Mental Wellbeing, a Quantitative Study on the Textile Industry of Karachi, Pakistan, a survey questionnaire was circulated which consisted of 27 questions in total, further breaking it down to 3 questions per variable which included the independent variables (Workload, Organizational Culture, Work Environment, Superior Feedback, Reward & Recognition and Organizational Employee Support) and the dependent variable (Employee Mental Wellbeing). Data collection was done from five (5) major companies in the textile industry of Karachi, Pakistan and the respondents included both men and women, respondents ranged from 30 to 60 years of age and they were from all levels of management, including operational, middle, and senior management from both domains of the incorporated textile organizations is that their head office and production mill. Total number of respondents for data collection was 350 henceforth 70 responses were collected from each of the five (5) textile organizations of Karachi, Pakistan. Following data collection, the information was entered into an excel spreadsheet and analyzed using the SPSS statistical software to determine the Impact of Organizational Factors on Employee Mental Wellbeing in the Textile Industry of Pakistan. The following are the findings and results:

Demographics

Table 1: Demographics (Gender)

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	164	46.9	46.9	46.9
Female	186	53.1	53.1	100.0
Total	350	100.0	100.0	

The respondents' demographic segmentation can be seen above. The gender segmentation of the 350 respondents is shown in Table 1, with 164 (46.9%) being the male respondents and 186 (53.1%) being the female respondents. Figure 2 shows a graphical representation of this data.

Table 2
 Demographics (Age)
 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-40	125	35.7	35.7	35.7
	41-50	120	34.3	34.3	70.0
	51-60	105	30.0	30.0	100.0
	Total	350	100.0	100.0	

Table 2 shows the age categorization of the respondents. Of all the respondents there were 125 (35.7%) respondents between the age bracket of 30 to 40, 120 (34.3%) respondents were between the age bracket of 41 – 50 and 105 (30%) respondents were between the age group of 51 – 60.

Table 3
 Demographics (Management Level)
 Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Level - Head Office	44	12.6	12.6	12.6
	Middle Level - Head Office	56	16.0	16.0	28.6
	Top Level - Head Office	59	16.9	16.9	45.4
	First Level - Production Mill	65	18.6	18.6	64.0
	Middle Level - Production Mill	62	17.7	17.7	81.7
	Top Level - Production Mill	64	18.3	18.3	100.0
	Total	350	100.0	100.0	

Table 3 divides the respondents into subgroups based on their level of management. The first level management (head office) represents 22 (12.6%) respondents, middle level management (head office) represents 56 (16%) respondents and top-level management (head office) represents 59 (16.9%) respondents. The respondents are then further sub grouped into first level management (production mill) representing 65 (18.6%) respondents, middle level management

(production mill) representing 62 (17.7%) respondents and top-level management (production mill) representing 64 (18.3%) respondents. Figure 4 shows a graphical illustration of the given data.

Reliability Testing

Table 4

Reliability & Validity

Variables	Items	Cronbach's Alpha
Workload	3	.780
Organizational Culture	3	.755
Work Environment	3	.799
Supervisor Feedback	3	.777
Reward and Recognition	3	.711
Organizational Employee Support	3	.744
Employee Mental Wellbeing	3	.700
All Variables	21	.800

The results of the reliability test performed on the collected set of data are shown in the table above. Variables used in this particular study were derived from this data only therefore; it is critical and certain to test the data for reliability beforehand. The Cronbach's Alpha is also commonly known as coefficient of reliability. The Cronbach's Alpha value represents the stability of responses; values between 0.5 and 0.6 indicate that the responses were satisfactory while values above 0.6 indicate that the responses were consistent and the scale is well grounded for extended analysis. As shown in the table above the value of Workload at 3 times is 0.780, Organizational Culture at 3 times is 0.755, Work Environment at 3 times is 0.799, Supervisor Feedback at 3 times is 0.777, Reward and Recognition at 3 times is 0.711, Organizational Employee Support at 3 times is 0.744 and Employee Mental Wellbeing at 3 times is 0.700. Likewise, the Cronbach's Alpha for the entire set of variables is 0.800. Since all the values are above 0.6 which indicates more than 60% consistency therefore, results are consistent, dependable, and suitable to further investigation.

Correlation Matrix

Table 5: Correlations

		Workload	Organization Culture	Work Environment	Supervisor Feedback	Reward and Recognition	Organization Employee Support	Employee Mental Wellbeing
Workload	Pearson Correlation	1	.653**	.537**	.552**	.503**	.613**	.785**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350
Organization Culture	Pearson Correlation	.653**	1	.656**	.350**	.331**	.640**	.751**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350
Work Environment	Pearson Correlation	.537**	.656**	1	.177**	.239**	.603**	.775**
	Sig. (2-tailed)	.000	.000		.001	.000	.000	.000
	N	350	350	350	350	350	350	350
Supervisor Feedback	Pearson Correlation	.552**	.350**	.177**	1	.813**	.571**	.624**
	Sig. (2-tailed)	.000	.000	.001		.000	.000	.000
	N	350	350	350	350	350	350	350
Reward and Recognition	Pearson Correlation	.503**	.331**	.239**	.813**	1	.652**	.703**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	350	350	350	350	350	350	350
Organization Employee Support	Pearson Correlation	.613**	.640**	.603**	.571**	.652**	1	.569**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	350	350	350	350	350	350	350
Employee Mental Wellbeing	Pearson Correlation	.785**	.751**	.775**	.524**	.703**	.569**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350	350

The Pearson's Correlation matrix reveals a strong relationship between Workload, Organizational Culture, Work Environment, Supervisor Feedback, Reward and Recognition, and Organization Employee Support. Workload has a 78.5% correlation coefficient with Employee Mental Wellbeing, while organizational culture has a 75.1% and 77.5% correlation coefficients. Work Environment has a 77.5% and 52.4 correlation coefficients, while Supervisor Feedback has a 52.4 and 70.3% correlation coefficients. Reward and Recognition have a 70.3% and 56.9% correlation coefficients, respectively.

Multiple Linear Regression

Table 6: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	.914	.808	.56138

a. Predictors: (Constant), Organization Employee Support, Supervisor Feedback, Work Environment, Workload, Organization Culture, Reward and Recognition

The Multiple Linear Regression Model, run in SPSS software, calculates the relationship between independent variables (Workload, Organizational Culture, Work Environment, Superior Feedback, Reward & Recognition, and Organizational Employee Support) and the dependent variable (Employee Mental Wellbeing). A strong relationship is represented by values closer to 1. The coefficient of R is 0.984, indicating a strong association between the variables. Changes in the independent variables, such as Workload, Organization Culture, Work Environment, Supervisor Feedback, Reward and Recognition, and Employee Support, result in a determinant change, causing a 0.914 (.914%) change in the dependent variable.

Analysis of Variances

Table 7
 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.260	6	28.710	491.098	.000 ^a
	Residual	108.098	343	.315		
	Total	280.357	349			

a. Predictors: (Constant), Organization Employee Support, Supervisor Feedback, Work Environment, Workload, Organization Culture, Reward and Recognition

b. Dependent Variable: Employee Mental Wellbeing

The above table is called analysis of variance also commonly known as ANOVA; it assists in measuring the goodness of fit of the model. The F value if it is greater than 4 indicates the model's goodness of fit, while the Sig. value indicates the model's implication which should be ideally less than 0.05. After analyzing the above results, it can be said with certainty that the

model holds a predictive value as the significance value is at 0.000 therefore, null hypotheses which suggests that the model hold no predictive value can be rejected. The F value is indicative of the fact that the model is a good fit since the value stands at 491.098 which is way above at the benchmark of 4.

Analysis of Coefficients

Table 8

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.483	.163		2.962	.003
Workload	.156	.042	.193	3.743	.000
Organization Culture	.167	.051	.173	3.279	.001
Work Environment	.344	.051	.337	6.761	.000
Supervisor Feedback	.254	.056	.282	4.568	.000
Reward and Recognition	.665	.060	.702	11.005	.000
Organization Employee Support	.172	.064	.160	1.698	.070

a. Dependent Variable: Employee Mental Wellbeing

The coefficient output of the linear regression run on the SPSS Software is shown in the table above. The independent variables' strength and direction, as well as their relevance are also shown in this table.

Workload has a significant impact on Employee Mental Wellbeing as the t value is at 3.743 which is above the t-static benchmark value of 2, and the significance value is at 0.000 which is less than the cut off value at 0.05.

Organization Culture has a significant impact on Employee Mental wellbeing since the t value is at 3.279 that is greater than the t-static benchmark of two and the significance value is 0.01 which again is less than the cut off value at 0.05.

Work Environment has a significant effect on Employee Mental Wellbeing as the value is at 6.761 which is above the t-static benchmark value of 2 and the significance value stands at 0.000 which is lower than the significance cut off value at 0.05. Supervisor Feedback has a significant impact on Employee mental wellbeing as the t value stands at 4.568 which is higher than the t-

static benchmark of 2 and the significance value is at 0.000 which is less than the significance cut off value at 0.05.

Reward and Recognition does have a significant impact on Employee Mental Wellbeing as the t value stands at 11.005 which is way above the t-static benchmark value at 2 and the significance value is at 0.000 which is lower than the significance cut off value at 0.05. Organization Employee Support does not have a significant impact on Employee Mental Wellbeing as the t value stands at 1.698 which is lower than the t-static benchmark value at 2 and the significance value is at 0.70 which is higher than the significance cut off value of 0.05.

Moreover, the Beta value in the table above illustrates the degree of impact the independent variables have on the dependent variable, more specifically from highest to lowest. Therefore the 1st being Reward and Recognition, 2nd being Work Environment, 3rd being Supervisor Feedback, 4th being Organization Employee Support, 5th being Organization Culture and the last one being Workload.

Testing and Analysis of Hypothesis

Table 9

Hypothesis Testing

S No	Hypothesis	T-Value	Sig Value	Empirical Conclusion
H1	Workload has a significant impact on Employee Mental Wellbeing.	3.743	.000	Accept
H2	Organizational Culture has a significant impact on Employee Mental Wellbeing.	3.279	.001	Accept
H3	Work Environment has a significant impact on Employee Mental Wellbeing.	6.761	.000	Accept
H4	Supervisor Feedback has a significant impact on Employee Mental Wellbeing.	4.568	.000	Accept
H5	Reward and Recognition has a significant impact on Employee Mental Wellbeing.	11.005	.000	Accept
H6	Organizational Employee Support has a significant impact on Employee Mental Wellbeing.	1.698	.070	Reject

The above table states the entire hypotheses that were used in this research. The hypotheses which have been accepted accordingly are H1, H2, H3, H4 and H5, namely which are Workload,

Organization Culture, Work Environment, Supervisor Feedback and Reward & Recognition. Hypothesis which has been rejected on the grounds of t-value and significance value is H6 namely Organization Employee Support.

Discussion and Conclusion

This quantitative study examines the impact of organizational factors on employee mental wellbeing in the Karachi, Pakistan, textile industry. The research involved analyzing the effects of Workload, Organizational Culture, Work Environment, Supervisor Feedback, Reward & Recognition, and Organizational Employee Support on employee mental wellbeing. The study involved 350 respondents, with 70 selected from five different companies. The convenience sampling method was used to ensure respondents' accessibility and knowledge of the research issue. The results showed that Workload, Organizational Culture, Work Environment, Supervisor Feedback, and Reward & Recognition all impact Employee Mental Wellbeing. Organizational Employee Support was rejected as it did not have an impact on the dependent variable.

According to the Statistical Analysis it can be seen that 5 independent variables (workload, organization culture, work environment, supervisor feedback, reward and recognition) have a significant impact on the dependent variable (employee mental wellbeing). And 1 independent variable (organizational employee support) does not have a significant impact on the dependent variable (employee wellbeing). Further analysis of each variable is as follows:

Workload has a considerable impact on employee mental well-being, as evidenced by the t value of 3.743, which is higher than the t-static benchmark value of 2, and the significance value of 0.000, which is lower than the cut-off value of 0.05. Higher the workload the more likely it is an employee will work overtime, negatively impacting the employee's mental wellbeing.

Organization Culture has a substantial impact on Employee Mental Wellbeing because the t value is 3.279, which is larger than the t-static benchmark of two, and the significance value is 0.01, which is less than the cut off value of 0.05. When an organization has strong values, beliefs, and culture in place it positively impacts employee mental wellbeing.

Work environment has a considerable impact on employee mental well-being as the result of 6.761 is higher than the t-static benchmark value of 2, and the significance value of 0.000 which is lower than the significance cut off value of 0.05. Work environment which is employee

centric, healthy and provides employees with the ability to de-stress has the ability to boost endurance and employee mental wellbeing.

Supervisor feedback has a considerable impact on employee mental wellness, as evidenced by the t value of 4.568, which is higher than the t-static benchmark of 2, and the significance value of 0.000, which is lower than the significance cutoff value of 0.05. Employee mental wellbeing is aided by supervisor feedback as they can find out how they are performing, moreover get insight in terms of how their team members view their work and where they need improvement in terms of their job performance.

Reward and recognition has an immense impact on employee mental well-being as the t value of 11.005 is far above the t-static benchmark value of 2 and the significance value of 0.000 is lower than the significance cut off value of 0.05. Incorporating a rewards and recognition programme can assist boost employee engagement and mental wellbeing which can lead to a variety of other benefits such as greater productivity and retention.

Organization Employee Support has no meaningful impact on Employee Mental Wellbeing because the t value is 1.698, which is lower than the t-static benchmark value of 2, and the significance value is 0.70, which is greater than the significance cut off value of 0.05. There is only a certain amount of scale of support the organizations can give to employees, at times the support that is actually needed by employees cannot be provided by the organizations due their limitation or SOPs.

The variables that were used in this study as independent variables are Workload, Organizational Culture, Work Environment, Supervisor Feedback, Organization Employee Support, Reward & Recognition and the dependent variable used for this study is Employee Mental Wellbeing. The main focus of this research was to analyze the impact of independent variables (Workload, Organizational Culture, Work Environment, Supervisor Feedback, Organization Employee Support, Reward and Recognition) on the dependent variable (Employee Mental Wellbeing). After running the tests on the SPSS software it was concluded that statistically the independent variables (Workload, Organizational Culture, Work Environment, Supervisor Feedback, Reward and Recognition) have an impact on the dependent variable (Employee Mental Wellbeing) and these variables were accepted. The independent variable rejected is Organization Employee Support henceforth; it does not have an impact on the dependent variable (Employee Mental Wellbeing).

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