

FACTORS OF GROWING MENTAL HEALTH ISSUES OF EMPLOYEES AT WORKPLACE IN PETROLEUM DEVELOPMENT OF OMAN (PDO) HARWEEL STATION

Dr. Mohamed RiyazhKhan¹ (Faculty) mohamed.riyazhkhan@utas.edu.om

Mohammed Said Al-Nadabi²; Mohammed Hamed Al-hasni³; Sahira Muhammed Ashraf Al-Balushi⁴;

Junaina Ali Alabri⁵

College of Economics and Business Administration - Muscat, University of Technology and Applied Sciences, The Sultanate of OMAN

Abstract

This research work main purpose is to study the mental health issues and illness in the workplace atmosphere. Now a day more level of employees are highly effected by mental illness because of organisation work schedule and management assignments. This research is very vital for future researchers those who are doing in the project in stress management, employee behaviour, attitude and physical and mind related diseases. This study's concentrate to cover the various aspects of mental health of employees in PDO Harweel Station in the Sultanate of Oman. This research explore that various mental health illnesses affected by employees in PDO Harweel station and to examine the various impacts of mental health issues on employees and its effect at workplace. To explore the various factors of growing mental health illness of employees workplace environment in PDO Harweel station.

Keywords : Stress , Social loafing, job engagement , compensation

Introduction:

Stress is an issue that is complex to understand but usually defined as mental, physical or emotional reaction that occurs due to an individual's response to conflicts, environmental tensions, similar stimuli and pressures. When the stress reaches high occupational levels, it does not only affect productivity, creativity and quality of employees negatively, but also has severe impact on their morale, health and well-being **Aziz, M 2012**. Mental health is a serious cause and the most burdensome on employees' performance in Oman, mental health is a condition of psychological well-being that allows individuals to deal with day-to-day life stressors and actualize their talents and help to learn how to work effectively. Mental health issues for employees in organizations has not been as much highlighted and addressed as some other aspects (**Newaz, M.T., Giggins, 2022**). Along with physical health, mental health is equally if not even more important for employees in the workplace. This is an issue, which has gained more prominence in the recent past with many cases emerging among employees of mental health (**DeVries and Wilkerson, 2014**). Organizations have started to concentrate more on this issue and have begun to address it. However, there are several aspects of mental health that must be well understood by employers and organizations. As all people suffer from mental illnesses, and this leads negatively to work productivity and quality of work for the individual and the productivity of the organization, as exhaustion, anxiety, depression, and stress are among the mental illnesses that affect the individual and generally affect the organization in terms of productivity. Therefore, the individual must promote a suitable environment for these mental illnesses that may occur due to work pressures (**Zain, N.B.M, 2021**).

Petroleum Development of Oman (PDO) is the biggest company that operates in the energy sector. It is mainly owned by the government and has a huge workforce in its various departments and sections. Mental health issues are faced by employees at the workplace regardless of their background, experience PDO company provides for workers who are working in **Harweel station which is a dangerous** place. To understand growing mental health issues in Oman, it is important look at an organization such as PDO because of its size and the ease of finding relevant data as well as accessibility in the organization to conduct productive overall research on the topic. Mental health issues are becoming more common at the workplace. In a survey conducted in the **UK**, it is estimated that 1 in every 4 employees has had some mental health problems at some point of their professional lives. However, in **UK (United Kingdom)**, the mental health issues faced by employees at the workplace are not severe and are most often successfully treated with the

help of physicians. (Elaine Brohan, E. et al, (2011) This is however not the case in third world countries and some developing countries as well. In these countries, there is less awareness when it comes to mental health problems. Due to lack of proper infrastructure available in these countries, mental health problems are ignored as well as they are not detected at the workplace, which end up affecting employees a great deal (HSE, 2019). **Depression and anxiety** are the two of the most common mental health problems employees face at the workplace. To Work-related issues where employees face pressure on a continuous basis is thought to be the most common cause of mental health problem. When employees feel stress, it can lead to both psychological as well as physical damage for them. At times, when employees are already going through some mental health issue in their personal lives, it can be aggravated at the workplace with added pressure. Employers are morally as well as legally responsible for looking after the mental health of their employees (HSE, 2019).

Statement of the Problem:

Employees are the most important assets for organizations and their mental health and well-being should be the utmost priority (Hosie, 2017). This research will aim to understand the factors that lead to mental health issues for employees and whether these factors are work related or not. In Oman's context there have been very few research conducted on this important issue. Therefore, the causes of mental health in the workplace will provide with very effective findings. Their performance will suffer as a result along with other impacts that affect the individual, other co-workers and the organization as a whole (Malachowski, 2015). Aziz, M (2012) reveals how employees are affected by mental health problems in India when hired by multinational companies. Many multinational companies around the world move to destinations like India where there is cheap labour available, which reduce their overall costs. As a result, these employees suffer a number of psychological issues caused by stress at the workplace.

Significance of the Study:

This study as mentioned would be significant because of lack of previous research about mental health of employees in Omani organizations. It is evident that there is a lot of misunderstanding and lack of knowledge when it comes to mental health issues and physical stress. This study will cover the key areas of the topic along with understanding PDO company's approach of the issue. Based on this study, the future researchers will get lot of inputs for related to this research entitled.

Literature Reviews

(According to Andersen et al, 2022), mental health problems are becoming a growing concern in many western countries. Previous research that has been conducted shows that work-related factors could result in both increasing as well as decreasing the risk of mental health issues. The most common mental health problems faced by employees at work are stress, anxiety and burden. In western country such as Denmark when research was conducted among 34,800 employees, 15% said that they faced some kind of mental health issues. Out of this, 53% said that their mental health problem was caused by their work. One of the foremost causes of mental health, which acts as a negative factor at the workplace for employees is perceived lack of influence, which causes helplessness, powerlessness and compassion fatigue. The influential model focuses on the characteristics at the workplace that includes job demand and job control. Job demand means the work pace and workload for employees at the workplace, while job control means development opportunities and influence on task solving. The research done recently shows that influence or control factor in job strain model is highly associated with mental health (Andersen et al, 2022). According to Czuba et al (2019) Where there are some studies that have shown that one of the main negative factors is their presence in working life, which is the lack of influence on work, and this leads to a feeling of helplessness. (DeVries and Wilkinson, 2014) discuss how WHO and United Nations have declared the current growing issues of neuro-psychiatric disorder that is prevalent in 1 out of 4 individuals all over the world as an unheralded health crisis. As per the research work, there are two types of problems are in the escalation of neurological and psychological disorders as the mind of an employee DeVries and Wilkinson, (2014). In 1976, Coleman called the modern times the age of stress and anxiety. When individuals are working, they become stressed, which is something that is unavoidable. Stress is considered to have both positive as well as negative aspects. It can be taken as a challenge by an individual and make him more positive by being excited around the situation. However, it acts a threat to the quality of life one leads, which leads to psychological as well as physical issues. Positive psychology and proactive actions help improve the mental well-being of employees at the workplace (Hosie et al, 2017). According to (Malachowski, 2015), the interface between mental health and work is complex. When the working conditions are ideal, it can result in mental well-being of employees at the workplace, however, on the other hand, when the conditions are not fit for a worker, it can cause significant mental health. According to Dewa and McDaid (2011) As the costs that accrue to mental health in the workplace, which are epidemiological and economic costs, and there are, in particular, mental issues, as they affect the productivity of the employee, increase unemployment, and decrease the ability to work

because of these large costs that negatively affect mental issues, and this is what calls for the occurrence. The costs are large and affect the economy, and as a result, it is due to bearing a large social burden. **Newaz et al, (2022)** discuss the mental health problems in the construction industry, which is considered one of the most labour-intensive industries for labours and workers. In construction industry, there are many challenges of mental health faced by the workers. They are more vulnerable than other industries mainly because of production pressures, physical demand of the work required and the complexity involved with the work as well. Moreover, the construction sites are strenuous and repetitive along with harsh weather conditions affecting the workers. The mental health of the individual is enhanced, as there are levels of risk to the individual, which were divided at the individual level, the work group level, and the organizational level. The major efforts should focus on improving the social environment, physical environment and the workplace system (**Zain, 2021**). According to (**Fløvik L, Knardahl S, Christensen JO 2019**) where they have mentioned in their research that an employee is mentally affected following exposure to discrete, cumulative, or recurring organizational change at any level, but it lessens when corrected for particular work characteristics, identifying a probable mediating effect. (**Fløvik L, Knardahl S, Christensen JO 2019**).

Regarding to (**Gary Morse Michelle P. Salyers, Angela L. Rollins, Maria Monroe-DeVita, Corey Pfahler 2012**), they have stated in their article that Work force burnout is an anxiety in the mental health arena. (**Karim Babayi Nadinloyi, Hasan Sadeghib, Nader Hajlooc 2013**) said that The goal of this study was to investigate the relationship between job satisfaction and mental health. The results showed that there was a positive correlation between job dissatisfaction among employees and depression, social action, and the global index of mental health. The outcomes of this study supported on the importance of job satisfaction for hiring mental health professionals, particularly for enhancing positivity, social interactions and lowering depression. (**Karim Babayi Nadinloyi, Hasan Sadeghib, Nader Hajlooc 2013**)

Research Methodology:

This study is **quantitative method**. It is mainly used to collect data using a number of different sampling methods. Most of the data gathered is quantifiable in quantitative research. In this research, for collecting data, a questionnaire would be used, hence quantitative method is ideal for this research. Quantitative method uses structured tools, which is effective in this study as mentioned and to compare how mental health affect each individual and to be more occurrent. This research is descriptive research design the population for this research is employees and workers of PDO who are based in the Harweel camp / Station. **Descriptive**

research design is a style of research design that seeks to get data to steadily define an occurrence, condition, or population. The independent variables are: Chemical, physical, and biological hazards, Power relations, Violence, Homework interface, Job security, Career development and pay health regulations, Workload, Participation, and control. are the different factors that affect mental health in PDO Harweel Station, the impacts of mental health and the solutions taken by the company to tackle mental health The dependent variable is the mental health problems in the organization like Environmental, Sociocultural, Papulation, Organization. **Total target group of Population (Lower Level executives) in Harweel Station: 108 and the sample size of the study is 86 (as per Slovin's Formula).** Regarding the questionnaire, researchers were chosen **simple random sampling**

Research Objectives:

- ❖ To identify various mental health illnesses affected by employees in PDO Harweel station.
- ❖ To explore the various factors of growing mental health illness of employees at workplace environment in PDO Harweel station.
- ❖ To examine the effect of various mental health issues on PDO Harweel station employees.
- ❖ To analyze how PDO addresses the mental health issues that the employees face in the organization.

Results and Discussion:

As per the data analysis and discussion, the Demographic Variables of the Study the following table exhibits show the demographic data relating to the sample respondents of the survey.

Table 1*Demographic profile*

Sl.No.	Variables	Frequency	Percent	Comments
1.	Gender	86	98.8	Male
2.	Age	68	78.2	19-35
3.	Qualification	36	39.7	Diploma
4.	Experiences	64	70.1	1- 5

The table 2 variables are discussed the factors of growing mental health issues of employees at workplace in PDO.

Sl.No.	Variables	Frequenc y	Percent	Comments
Factor Causing – Mental health illness				
1.	Employee overload with work	21	24.1	Agree
2.	Unsafety environment - mental health illness	34	39.1	Disagree
3.	Much noise of machinery - mental health illness	45	51.7	Neutral
4.	Work under – 1000 to 2000 meter deep	30	34.5	Neutral
5.	Supervision issue - related to mental health illness	35	40.2	Neutral
6.	All night shift assigned	25	28.7	Agree
7.	Lack of work life balance - related to mental health illness	29	33.3	Neutral
8.	Workers absenteeism	27	31.0	Neutral
9.	Poor deliver on work progress	24	27.6	Agree
PDO - Addressing the mental health issue to the employee				
10.	Train the employee towards the good mental health	21	24.1	Agree
11.	Training -How to balance the work (work life)	29	33.3	Neutral
12.	Encourage the employee participation	35	40.2	Neutral
13.	Suggestion given – How to manage the workload	27	31.0	Neutral
Various mental health illness – Affected by the employee				

14. Employee having Anxiety	32	36.8	Neutral
15. Depression	21	24.1	Agree
16. Burnout	27	31.0	Neutral
17. Mood Disorder	26	30	Agree
18. Disruptive behaviour and dissocial disorders	28	32.2	Neutral
19. Neurodevelopmental disorders	33	37.9	Neutral
20. Sleep-wake disorders	34	40	Neutral

Table 3

Weightage Average Analysis (WAA): Mentioned the various mental health illness in PDO

No.	Number of weightages to the illnesses	S. A	A	N	D	S. D	Total	Ranks
1	Anxiety	7	12	32	15	21	87	
	Score(W*1)	35	48	96	30	21	230	7
2	Depression	7	21	22	23	14	87	
	Score(W*2)	35	84	66	46	14	245	2
3	Burnout	8	13	27	22	17	87	
	Score(W*3)	40	52	81	44	17	234	5
4	Mood Disorder	8	26	17	21	15	87	
	Score(W*4)	40	104	51	42	15	252	1
5	Disruptive behaviour and dissocial disorders	6	16	28	20	17	87	
	Score(W*5)	30	64	84	40	17	235	4
6	Neurodevelopmental disorders	2	18	33	16	18	87	
	Score(W*6)	10	72	99	32	18	231	6

7	Schizophrenia	9	18	26	23	11	87	
	Score (W*7)	45	72	78	46	11	252	1
8	Eating disorders	6	17	25	19	20	87	
	Score(W*8)	30	68	75	38	20	231	6
9	Trauma and stress related disorders	7	17	29	15	19	87	
	Score(W*9)	35	68	87	30	19	239	3
10	Sleep wake disorders	7	13	34	20	13	87	
	Score(W*10)	35	52	102	40	13	239	3

As per the above table discussion, the identification of various mental health illnesses 04th & 7th factors are **Mood disorders and Schizophrenia** (Score W*04 = 252 point and ranked number 1). The factor **Depression** (Score W*2 = 245 point, ranked number 2). The 9th and 10th factors are **trauma and stress related disorders** and **sleep wake disorders** respectively (Score W*9, W*10 = 239 point, ranked number 3).

Table 4

Weightage Average Analysis (WAA): Factors growing mental health illness in PDO

No	Number of weightages to the illnesses	S.A	A	N	D	S.D	Total	Ranks
1	Did you face work pressure (Overload with work)	1	21	31	15	19		
	Score(W*1)	5	84	93	30	19	231	8
2	Unsafety working environment (Chemical and Biological hazard)	2	13	26	34	12		
	Score(W*2)	10	52	78	68	12	220	12
3	Does the noises due to machinery in the workplace affect you	3	14	45	15	10		
	Score(W*3)	15	56	135	30	10	246	6
4	Did you ever work in 1000/2000 meters deep (Inside the earth)	1	28	30	13	15		

	Score(W*4)	5	112	90	52	15	274	1
5	Did you face any issues with your Supervisor (Immediate Boss)	10	15	35	13	14		
	Score(W*5)	50	60	105	26	14	255	3
6	Overtime work is exhausted to reduce your productivity	7	21	29	17	13		
	Score(W*6)	35	84	87	34	13	253	4
7	Lack of understanding with team members affects your mental health	4	13	31	27	12		
	Score(W*7)	20	52	93	54	12	231	9
8	Being afraid all the time due to Lack of Job security has a negative impact on you	3	18	25	18	23		
	Score(W*8)	15	72	75	36	23	221	11
9	By PDO assigning only night shifts for you it can affect your mental health in negative way	2	25	26	22	12		
	Score(W*9)	10	100	78	66	12	266	2
10	PDO don't balance between work and life (Lack of work – life balance)	5	16	29	20	17		
	Score(W*10)	25	64	87	40	17	233	7
11	Being Away from your family affect your mental health	6	14	27	22	18		
	Score(W*11)	30	56	81	44	18	229	10
12	Lack of safety measures can increase your anxiety	4	22	27	25	9		
	Score(W*12)	20	88	81	50	9	248	5

As per the above table discussion, the identification of factors growing mental health illness are **Inside the earth surface** (Score W*04 = 274 point and ranked number 1). The factor **night shifts** (Score W*9 = 266 point, ranked 2).

Correlation results:

Sl.No	Variables	R value	Comments
1.	PDO Harweel Station is hazard area and unsafe working environment	$r = 0.6896$	Moderate Positive correlation
2.	Training given to maintain good mental health and Employee depression	$r = 0.9263$	Strong positive correlation
3.	Employee working with noisy machinery and Employee Anxiety	$r = 0.8874$	Strong positive correlation
4.	Training given to maintain good mental health and balancing the work-life	$r = 0.9738$	Strong positive correlation
5.	Employee has overload with work and Employee disruptive behaviour	$r = 0.9239$	Strong positive correlation
6.	Employee are working especially night shifts and Neurodevelopmental disorders caused	$r = 0.8137$	Strong positive correlation
7.	No clarity on work and Workplace errors	$r = 0.6598$	Moderate positive correlation

Chi-square results:

As the chi-square value is 0.791, which is greater than 0.05, therefore the hypothesis is rejected and there is no correlation between age of workers and lack of job security of workers that causes mental health issues and affects the performance in the workplace. As the chi-square value is 0.295, which is greater than 0.05, therefore the hypothesis is rejected and there is no correlation between qualification of workers and damaged reputation of workers that causes mental health issues and affects the performance in the workplace. As the chi-square value is 0.422, which is greater than 0.05, therefore, the hypothesis is rejected and there is no correlation between qualification of workers and lack work life. Balance of workers that causes mental health issues and affects the performance in the workplace.

Conclusion and Recommendations:

Based on various findings of this research work, researcher mentioned some of the significant recommendation for this PDO organisation. These are the some of the few points given below. Some Issues such as overtime, night shifts being assigned and working in challenging places like 1000 to 2000 metres deep must be looked at by the senior management, because the workers considered these factors. If these factors addressed properly will prevent lack of productivity, absenteeism and disobeying rules and regulations will therefore be minimized. The leadership of the organization must come up with innovative ways to minimize the risks of mental health issues in the station, which can bring more productivity and effectiveness in the performance of the workers.

References:

- Andersen, M.F. *et al.* (2022) "Influence at work is a key factor for mental health – but what do contemporary employees in knowledge and relational work mean by 'Influence at work'?" *International Journal of Qualitative Studies on Health and Well-being*, 17(1). Available at: <https://doi.org/10.1080/17482631.2022.2054513>.
- Aziz, M. (2012) "Occupational Role Stress: A Study of Indian Business Process Outsourcing Employees," *Mediterranean Journal of Social Sciences*, 3(9), pp. 103–109.
- Brohan, E. *et al.* (2011) "Employees with mental health problems: Survey of UK employers' knowledge, attitudes and workplace practices," *Epidemiology and Psychiatric Sciences*, 19(4), pp. 326–332. Available at: <https://doi.org/10.1017/s1121189x0000066x>.
- Chopra, P. (2019) "Mental health and the workplace: Issues for developing countries," *International Journal of Mental Health Systems*, 3(1). Available at: <https://doi.org/10.1186/1752-4458-3-4>.
- DeVries, M.W. and Wilkerson, B. (2014) "Stress, work and mental health: A global perspective," *Acta Neuropsychiatrica*, 15(1), pp. 44–53. Available at: <https://doi.org/10.1034/j.1601-5215.2003.00017.x>.

Elaine Brohan, Claire Henderson, Kirsty Little and Graham Thornicroft (2010) “Employees with mental health problems: Survey of UK employers' knowledge, attitudes and workplace practices,” *Epidemiology and Psychiatric Sciences*, 19(4), pp. 326–332. Available at: <https://doi.org/10.1017/s1121189x0000066x>.

Fløvik, L., Knardahl, S., & Christensen, J. O. (2019). Organizational change and employee mental health. *Scandinavian journal of work, environment & health*, 45(2), 134-14

Hosie, P., Kingshott, R.P.J. and Sharma, P. (2017) “Determinants of mental health in the Workplace,” *The Routledge Companion to Wellbeing at Work*, pp. 55–69. Available at: <https://doi.org/10.4324/9781315665979-5>.

HSE (2019) *Mental health conditions, work and the workplace*. Available at: <https://www.hse.gov.uk/stress/mental-health.htm> (Accessed: March 19, 2023).

Malachowski, C.M. (2015) *An Organizational Study of Mental Health in the Workplace*, TSpace. Available at: https://tspace.library.utoronto.ca/bitstream/1807/71631/1/Malachowski_Cindy_201506_PhD_thesis.pdf (Accessed: March 8, 2023).

Morse, G., Salyers, M. P., Rollins, A. L., Monroe-DeVita, M., & Pfahler, C. (2012). Burnout in mental health services: A review of the problem and its remediation. *Administration and Policy in Mental Health and Mental Health Services Research*, 39, 341-352.

Nadinloyi, K. B., Sadeghi, H., & Hajloo, N. (2013). Relationship between job satisfaction and employee’s mental health. *Procedia-Social and Behavioral Sciences*, 84, 293-297.

Newaz, M.T., Giggins, H. and Ranasinghe, U. (2022) “A critical analysis of risk factors and strategies to improve mental health issues of construction workers,” *Sustainability*, 14(20), p. 13024. Available at: <https://doi.org/10.3390/su142013024>.

Zain, N.B.M. (2021) *Mental and Health Issues at Workplace: A Study at the Manufacturing Companies in Selangor, Malaysia*. Available at: <https://kmc.unirazak.edu.my/wp-content/uploads/2022/06/Master-Thesis-Noraini.pdf> (Accessed: March 7, 2023).