APPROVAL FORM

I, the undersigned, confirm that I have read and endorse the project titled **"THE IMPACT OF MENTAL HEALTH ON JOB SATISFACTION AND WORKER PERFORMANCE IN THE SMALL & MEDIUM ENTERPRISES IN THE ENERGY INDUSTRY IN ZIMBABWE,"** submitted by **Evelyn Katsande** to the Great Zimbabwe University, as part of the requirements for the Master of Science Degree in Human Resources Management. I recommend its acceptance.

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JULIUS NYERERE SCHOOL OF SOCIAL SCIENCE

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A RESEARCH SUBMITTED BY

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ON

THE IMPACT OF MENTAL HEALTH ON JOB SATISFACTION AND WORKER PERFORMANCE IN THE SMALL & MEDIUM ENTERPRISES IN THE ENERGY INDUSTRY IN ZIMBABWE

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DECLARATION

I hereby solemnly declare that this document is my own work and that all the sources I have used or quoted have been acknowledged by means of complete references.

Evelyn Katsande

ACKNOWLEDGEMENTS

ABBREVIATIONS

ILO	International Labour Organisation
SME	Small & Medium Enterprises
WHO	World Health Organisation

ABSTRACT

Mental health cases has been on the rise during the past years in Zimbabwe. The unexpected COVID-19 pandemic which led to a lockdown in March 2020 led to a drastic increase in cases of mental health related issues. Most companies were forced to operate virtually in which most were not prepared to do so since it was a new strategy that could not be implemented suddenly. This forced most companies to shut down or cut down their numbers since they could not afford to produce and sustain their employees. These factors affected not only production but the wellbeing of employees which reduced job satisfaction and employee performance and organisational productivity. The human resource as a key player in the means to production cannot perform better is their well-being is not stable. The research therefore sought to find out the impact of mental health on job satisfaction and worker performance in the SMEs in the energy industry in Zimbabwe. The relationship between mental health, job satisfaction and performance was established. The study adopted the interpretivist stance which aligns with the qualitative approach and the population which was accessible and interviewed was 37 drawn from various SMEs in the energy industry in Harare. The study found out that there is a significant relationship between mental health and worker performance. It was also found out that work related stress is a major contributor to mental health at work which results in depression and anxiety. The study recommends that organisations should set up policies and systems regarding mental health to improve the wellbeing of employees as well as providing flexible working conditions, work – life balance, good working condition and recognising and rewarding good performance. It is further recommended that future researchers consider extending the scope surrounding mental health since this study has only focused on a specific industry.

THE IMPACT OF MENTAL HEALTH ON JOB SATISFACTION AND WORK PERFORMANCE IN SMEs IN THE ENERGY INDUSTRY IN ZIMBABWE.

CHAPTER ONE: INTRODUCTION

1.1.   INTRODUCTION

Work-related stress is a major cause of poor mental health at work. According to WHO (2020), having a good job is beneficial for one's mental health, whereas having a bad job puts one's mental health at danger. The purpose of the study is to evaluate how mental health affects job performance and satisfaction. The backdrop of the study, the problem statement, the objective of the study, the significance of the study, the delimitations and restrictions, as well as the definition of terminology, are all covered in this chapter.

1.2.   BACKGROUND OF THE STUDY

The mental health problem can be traced back to humankind. With the challenges of poverty all over the world, especially in developing countries such as Zimbabwe, mental health problems remain of concern. The detrimental effects of mental health on job satisfaction and staff performance are concerning. The effects of work related stress results in mental health disorders such as burnout, depression, post-traumatic stress and anxiety (Allan et al, 2020). According to Centre for disease control and prevention (2021Mental health influences our thoughts, feelings, and behaviors. It also influences how we respond to stress, interact with people, and make good decisions.

Mental health disorders include anxiety disorders, depression, mood disorders and schizophrenia disorders (White, 2022). According to research by Centre for Disease Control and Prevention (CDC) (2019), mental health issues are highly prevalent among today's adults, both globally and in the U.S. They reported that 1 in 5 American adults (18.3%) suffer from mental illnesses whilst 71% of American adults suffer from mental health issues, such as stress, headaches, and anxiety. At the workplace, mental health issues have financial repercussions due to lost employee

productivity. Mental health in the workplace largely contributes towards employee's engagement, retention, loyalty, productivity and satisfaction.

The effects of work-related stress on individuals, companies, and national economies make it one of the most difficult challenges in occupational safety and health. Employee job performance and productivity, involvement with their work, communication with coworkers, physical capabilities, and everyday functioning can all be severely impacted by poor mental health and stress at work (CDC, 2019). Depression and other mental diseases are linked to greater rates of unemployment and disability. According to Lener and Henke (2008), depression affects cognitive performance by 35% of the time and interferes with a person's ability to do physical work activities by 20% of the time. Inadequate job management, organization, and social environment all contribute to work-related stress, which can lead to negative social, psychological, and physical effects including anxiety, depression, or burnout.

When planning and formulating policies in the workplace, mental health is one of the areas that is neglected, which in turn impacts how well employees execute their jobs. Staff members were aware of symptoms including intense melancholy, a lack of will to do anything, and persistent fear but had little knowledge of mental health issues such as depression, anxiety, stress, and addictive behaviors. Major barriers to sustaining good mental health at work included stigma, a lack of training and qualified counselors, and a lack of management support. The provision of education to decrease social stigma, the availability of counselors to assist workers with life's obstacles and personal concerns, and open discussions about mental health issues were suggested as requirements for better mental health.

Employees' psychological well-being, which has a direct impact on how they perceive their job satisfaction (Makuch 2021) is vital to gauge. Job satisfaction may be dated to the early 1930s, to the investigations of Fisher and Hanna, who established that it results from a non-regulatory mood tendency (Zhu, 2012). Health refers to a person's whole condition, which encompasses both physical and, more importantly, mental health. Not just the absence of illnesses or infirmities, but also a full condition of physical, mental, and social well-being, is what is meant by "health.", (WHO, 2021). Hence, the positive component of mental health usually refers to individuals in a

state of pleasurable psychological experience, with positive emotions, which in turn increase the perception of job satisfaction.

Job satisfaction has evolved from 1930s to 1970s where it focused on a single perspective, which is affection, but from the 1980s, it took a multiple perspective that is affection and cognition (Zhu, 2012). Given the above definitions, job satisfaction is a component for employee motivation and performance which varies from employee to employee and that is crucial to the organisation. Some of the key factors affecting job satisfaction include nature of work, working conditions, the level of convenience, financial rewards and working relationships, (Haralaya, 2021). A report published by IPC (2020) in February 2020 just before the pronouncement of the first lockdown in Zimbabwe, indicated that 71% of employees in Zimbabwe were satisfied with their jobs but the emergence of covid-19 resulting in job dissatisfaction.

World Health statistics confirms that a tenth of the world's population are trapped in poverty. Zimbabwe has experienced hyperinflation since 2007 which has led to falling standards of living and malfunctioning workplaces. Most industries have failed to survive due to the economic decline which led to closure of most companies and underemployment of many. In 2016 it was reported that the Zimbabwean unemployment rate was 95% (Bhebhe, Bhebhe, & Bhebhe, 2016), but interestingly ILO (2021) reported that the unemployment rate is 5.17%. The difference is explained by the fact that ILO considers self/informal employment as part of the employment statistics, while in Bhebhe et al's study, informal employment is not considered. This follows that although the unemployment rate is low according ILO, most of the employees are in the informal sector where a number of SMEs are active. These SMEs and informal players have not been spared from the challenging economic conditions in Zimbabwe over the years. In these organisations, mental health issues are relegated due to the difficult economic conditions (Liu, 2010) which forces SMEs to cut their employee wellness budgets.

The concept of SMEs arose as early as 1940 with the introduction of targeted policies and the establishment of small businesses support. Studies have shown that SMEs contribute at least 55% of GDP in developing countries (OECD, 2004). In Zimbabwe, in addition to the significant

contribution to GDP, SMEs are considered crucial to the achievement of socio-economic development objectives such as poverty alleviation, and employment creation (Mudavanhu et al, 2014; Karedza et al, 2014; GoZ, 2020). Mapetere & Sikomwe (2018), and Karedza et al (2014) raise issues surrounding financial incapacity which leaves SMEs with challenges in compensating their staff and providing safe working conditions including mental health opportunities. Chaora (2020) reports that 57% of MSMEs in Zimbabwe could not pay salaries for their employees for at least a month in 2020 due to COVID-19, which is a critical element of mental health and job satisfaction. Further, Mudavanhu et al (2014) raise a critical feature of SMEs that their owners may be doing most of the work which may compromise their free time and rest. SMEs are exposed in relation to health and safety management because of the costs involved in managing a safe and health system (Mapetere & Sikomwe, 2018).

Zimbabwean SMEs were not spared from the impact of COVID-19 as they had to comply with government's preventative measures. This had a significant impact on their business Working remotely became necessary due to social distancing rules in the workplace, which presented a significant barrier to certain cash-strapped SMEs (Guo et al., 2020).. Chaora (2020) reports that 57% could not pay salaries for their employees for at least a month in 2020 due to COVID-19 and in 2020 at least 50% of MSMEs indicated they needed loans for them to get back to their feet due to the impact of COVID-19 (Chaora, 2020). The virus was first reported in China in September 2019 (Chaora, 2020; Frack, 2022) and spread to Africa in the first quarter of 2020. On 11 March 2020, WHO declared the COVID-19 virus a pandemic along with recommendations to minimize its spread (Williamson et al, 2020; Chaora, 2020). The pandemic caused changes to the working world and organisations were challenged to find means to satisfy their employees given the new work set-up (Rao, 2021; Frack, 2022). At the height of the pandemic in Zimbabwe, Chaora (2020) found out that at least 41% of SMEs under her study closed their offices physically but continued to work remotely.

The shortage of electricity supply within the energy industry has led to organizations maximizing to their full potential to meet the demand at the expense of the human resource. Zimbabwe consistently has power shortages, as evidenced by an estimated shortfall of about 60%. Zimbabwe

Electricity Supply Authority is one of the major suppliers of electricity within the energy industry in Zimbabwe but there are several competitors that supplies solar energy as well as gas not forgetting the SMEs that are part of the industry as well. Due to the imbalance between the supply and demand, workers within the SMEs have to utilize that capacity excessively to achieve competitive advantage. This has led to most mental cases arising due to the strain and no work-life balance. The establishment of psychological ISO 45003:2021 compliance Health and Safety at Work promotes the inclusion of workplace checklists to create efficient frameworks for the promotion of mental health as well as occupational safety guidelines for best practices. The majority of mental health issues at work are brought on by persistent psychological, physical, and social stresses.

The problems linked to workplace stress and its byproducts have been influenced by globalization. At work, one in five people have a mental health condition.

(WHO, 2022). Organizations have always prioritized physical security over mental wellness. Working surroundings have evolved in ways that were hard to conceive a generation ago in recent years. Thanks to advancements in communications and increased internet accessibility, it is now possible to work outside of the office at almost any time of day or night. Additionally, shifting between organizations and even industries is now commonplace due to increased global competition and pressure on businesses to increase their productivity and efficiency. Without a question, shifting workplaces provide chances for innovation, network expansion, and career progress., but when paired, the speed and scope of change, having a work atmosphere that doesn't consider employees' mental health can result in physical and mental health issues, dangerous alcohol or drug usage, absenteeism, and decreased productivity. Indeed, melancholy and anxiety, two of the most prevalent mental diseases, lead to reduced productivity (APA, 2017).

Employee performance refers to how well a person performs their work responsibilities and necessary activities, relates to the product's efficacy, quality, and efficiency. A corporation makes a big investment in each person, thus the return that each one offers must be large. Performance consequently plays a role in how valuable we deem each employee to be to the company. In

different positions and departments, measuring employee performance will be different, but in general, it may be done by looking at speed and efficiency, quality and depth, trust and consistency, and speed and efficiency. (Change Management, 2022). Depending on the particular work, these measurements' characteristics will change. Function. All employees and their supervisors should be aligned on the goals and expectations that underpin each metric. By establishing clear objectives and timelines for achieving them, each employee should understand exactly what is expected of them.

1.3.   STATEMENT OF THE PROBLEM

Mental disorders are highly prevalent throughout the world, WHO (2013) reports that 10% to 15% of women in industrialized countries suffer from mental health disorders and 20% to 40% of women in developing countries. The majority of SMEs in the energy industry in Zimbabwe are informal and they do not comply with government regulations on providing safe and healthy working conditions for employees. This poses a risk on the wellbeing of employees which results in poor mental health cases rising. This study aims at identifying the negative impact of mental health on job satisfaction and worker performance within these SMES.

Mental health movements have swept across several dimensions, lately, there have been numerous strides to advocate for mental health toward the eradication of mental health-related suicides, drug abuse, and student-related issues. However, very few studies have been taken towards assessing the impact of mental health plays towards work performance and worker satisfaction.

1.4.   PURPOSE OF THE STUDY

This study seeks to provide insights on the negative impact of mental health on job satisfaction and performance in the energy industry SMEs in Zimbabwe.

1.5.   RESEARCH OBJECTIVES

Specific objectives

1.5.1   To assess the influence of mental health on job satisfaction.

1.5.2   To evaluate the influence of mental health on work performance.

1.5.3   To explore the impact of job satisfaction on performance.

1.5.4   To examine the relationship between the supervisor and the subordinate.

1.5.5   To assess the factors that influence mental health at work.

1.6.   RESEARCH QUESTIONS

Main Question

To what extent does mental health affect job satisfaction and worker performance?

Sub Questions

1.6.1   How does mental health influence job satisfaction?

1.6.2   How does mental health influence worker performance?

1.6.3   How does job satisfaction influence worker performance?

1.6.4   How does the relationship between supervisor and subordinate affect performance?

1.6.5   What are the factors that influence mental health at the workplace?

1.7.   SIGNIFICANCE OF THE STUDY

To SMEs in the Energy Industry in Zimbabwe

Workplace stigma and a lack of understanding of mental health specifically within the SMEs that do not comply with the government and/or ILO requirements is a major barrier to job satisfaction and work performance. This study will be an eye opener to SMEs that are struggling in the economy to provide their employees with decent work that fosters employee wellbeing so that they can be aware of and take preventive measures against factors that drive employees into poor mental health states thereby decreasing organizational performance and sustainability.

To the Student

As mental health cases at work are continuing to rise the study will help the researcher to develop her abilities in dealing with employees that are having problems with work related stress and building an organisational culture that is free from stressors. The research will also help the student to be able to handle work stress and create a healthy lifestyle. Having stable mentally healthy employees promotes long-term retention, increased productivity, greater standards of work, and organizational success.

To Great Zimbabwe University

The research will raise the profile of the University project and achieve organisational competitiveness. The research will also be accessible online by numerous prospective Human Resources and other social science students and will help other students to live a mentally healthy lifestyle.

To the Community at large

The research study will improve the wellbeing of employees in the community who are occupy the highest number of employees in the SMEs. A mentally healthy society produces a safe and healthy environment for better livelihoods and for sustainable development.

1.8.   DELIMITATION OF THE STUDY

This study's boundaries are determined by three variables: time, space, and idea. These are intended to set parameters for the research so that it can be controlled in terms of costs, data, and other factors. The boundaries of this investigation will be as follows

: 1.8.1 Physical delimitation
The research considered SMEs in the Energy industry in Harare.

1.8.2 Time delimitation

The breadth of the data in terms of the time frame from which pertinent data is taken is as follows. The time frame covered by this study was from March 2020 to December 2022.

1.8.3 Concept

The research shall be on the impact of mental health on job satisfaction and worker performance for SMEs in the energy industry. The study rests on the premise that there are work, personal, and control factors that endanger workers' mental health. This study will use a mixed approach to the analysis of the factors that either improve or endanger mental health and how states of mental health can influence work performance.

1.9.   LIMITATIONS OF THE STUDY

*Confidentiality Policies***:** The researcher may face challenges relating to company policies on privacy which restricted some subjects from responding. To deal with this challenge, sought authority to gather data from the relevant authories in respective organisations. This was supported by a confirmation of research letter obtained from the university.

*Reluctance***:** Respondents' unwillingness to give up their time to participate in the study is something the researcher may encounter.

Funding: The study was not funded, which limited its implementation. However, the reseacher made use of the little funds realised from his personal projects to fund the study.

Time: The researcher was constrained in terms of time. However, the impact of limited time was minimised by using a sample for the purposes of data gathering rather than attempt to gather data from the full population.

1.10.   ASSUMPTIONS

1.10.1 The study assumes that there are several work factors, and personal, and outside work factors that affect the worker's mental health.

1.10.2 The study also assumes that there are ways in which the management can enhance work performance and mental health states.

1.10.3 Poor mental health has a negative impact on job satisfaction.

1.10.4 Poor mental health has a negative impact on worker performance.

1.10.5 One of the requirements for work performance is job satisfaction.

1.10.6 People naturally seek positive job experiences and work, lack of which leads to dissatisfaction.

1.11. DEFINITION OF TERMS

Mental Health: A condition of wellbeing in which every person is able to fulfill their potential, deal with everyday challenges, work professionally and fruitfully, and give back to their community (WHO)

Job Satisfaction: A worker's perception of how closely their work experiences fit expectations, particularly in terms of values, needs, success, and rewards, may be used to define job satisfaction as a combination of positive or negative sentiments and beliefs about their employment (Armstrong, 2006).

Performance: refers to the extent to which goals have been met or prospective successes in relation to an organization's qualities that are significant to the relevant stakeholders (Krause, 2005).

SMEs: Number of employees, revenue/sales, or asset base. Categorized as Micro up to 5 employees, small up to 30 employees and medium up to 50 employees, (Karedza 2014).

1.12. SUMMARY

The current research proposal is an introductory part of research aimed at assessing the role of mental health on Zimbabwean workers with a specific interest in work performance and job satisfaction. In this chapter, an introduction, the background of the study as well as the problem statement were described from a research-based perspective.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

In the previous chapter, the focus was on understanding the background to the research problem which was followed by research questions and objectives in this study. Other key areas were also considered, and these are delimitation, purpose, significance, and assumptions of the study. This chapter examines the literature to develop a framework for this study with a view to establish what related studies found out on the topic under study.

2.1 MENTAL HEALTH

Anxiety, despair, and stress are the three most typical occupational mental health conditions. It is clear that most working professionals have some degree of anxiety, and that almost one in four have clinically significant symptoms. The key issue continues to be the continuous social-economic and political turmoil. Because it enables people to handle difficulties and failures in their life, at both the workplace and home, strong mental health is crucial. According to a WHO study from 2022, mental health is more than simply the absence of mental diseases; it is a complicated continuum that exists and is experienced differently by each individual, with varied degrees of difficulty and misery. WHO (2020) adds that there are several mental states connected to severe suffering, functional impairment, or a risk of self-harm in addition to mental illnesses and psychosocial impairments. When a mental health issue occurs at work, it is likely to have an impact on a drop in job satisfaction and worker performance because people with mental health conditions are more likely to experience poorer levels of mental well-being.

2.2 JOB SATISFACTION

Employee job satisfaction is one of the main topics covered by human resources, and management places a high value on it because of the effect it has on employee performance (Zollner & Sulikova, 2021), which is crucial to achieving organizational goals. The mix of psychological, physiological, and environmental factors that enable someone to genuinely state that they are content with their employment is known as job satisfaction (Garg, 2014). Work performance suffers when there is a lack of job satisfaction, which in turn influences productivity, in-order to maintain an elevated

level of job satisfaction, it is key that factors affecting it be carefully managed and lately, mental health has become one of these factors.

2.3 WORKER PERFORMANCE

Performance is the accomplishment of organizational goals, regardless of their kind or variation, according to Niculescu (1999). It's crucial to monitor performance to identify any setbacks that may be harming the individual. Over the 20th and 21st centuries, employee performance management has been used in a variety of ways (Toselli, 2019). The history of performance assessment begins in the 1920s, a time of economic and industrial growth. The use of personality-based performance rating methods began to spread in the 1950s, and in the 1960s, yearly formal reviews began to place more of an emphasis on targets and goals than past accomplishments, giving rise to the phrase management by objectives. Psychometrics and rating scales first appeared in performance management in the 1970s as a result of bias in employee appraisals.

SMALL AND MEDIUM ENTERPRISES

OECD, (2004) posits that SMEs are found in a wide range of business activities ranging from a single individual, a coffee shop, an engineering company, Energy Companies among others. The most used form of classification is number of employees presumably because the information can easily be accessed (OECD, 2004). The statistical definition of SMEs varies from country to country. In most EU countries, SMEs range from 200 to 250 employees. In Japan the upper limit is 300 and the USA it is 500 employees (OECD, 2004). These classifications will not apply to Zimbabwe because of its different stage of development compared to Asian, European, and American countries. This research is guided by the maximum number of employees for a company to be considered an SME and in this research the researcher classifies SMEs by number of employees therefore making the distinction between micro-insurers and SMEs irrelevant for this study. Therefore, this research was guided by the fact that companies under the scope of this study must have a maximum of 50 employees.

2.4 THEORETICAL FRAMEWORK

Major theories underpinning this study are the Job satisfaction facet model to explain job satisfaction, wellbeing theory to explain mental health and the Self-efficacy theory to explain performance as it relates to the individual's performance guided by his/her emotional and psychological wellbeing.

2.4.1   Theories on Job Satisfaction

2.4.1.1 Job Satisfaction Facet Model

The job satisfaction facet model was originally developed by Conway et al (1987). The model sought to identify elements that lead to overall job satisfaction .Conway et al.'s (1987) model developed seventeen aspects of a job description, including promotion, training, supervision, upper management, task organization, work stress, physical workspace and equipment, work challenge and autonomy, work group, organizational commitment, organizational structure, pay, benefits, job security, and staffing distribution. After conducting their research, the authors (Conway et al, 1987) advised that these factors be taken into account in any studies that aim to gauge work happiness.

To Conway et al's (1987) admission, their proposed list of job satisfaction facets contained seventeen (17) items which is a substantial number. Spector (1997) in Sumedho (2015) therefore trimmed down the facets to nine (9) albeit covering all the key areas initial raised by Conway et al (1987). Spector implied that a thorough examination of job satisfaction should take into account compensation, advancement opportunities, ancillary benefits, contingent rewards, supervision, operational processes, coworkers, the nature of the task, and communication. To sum up, Sumedho (2015) claims that Spector offered the following model:

Figure 1: Job Satisfaction Facet Model

- Pay
- Promotion
- Fringe benefits
- Contingent rewards
- Supervision
- Operating procedure
- Co-workers
- Nature of work
- Communication

Job Satisfaction

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According to Sumedho, (2015), pay is a tool for advancing the company's goals, which is defined into pay level and job structure. Additionally, pay level is described as wages, salaries and bonuses and the relative pay of jobs in an organisation and follows that, for an employee to be satisfied with his job, the pay level and structure must be right. To attract and retain high quality employees, the organisation must be competitive in the labour market and that can be achieved through market surveys to ensure that salaries are in line with their talent strategy (Lehman, 2014). Failure to do so may leave employees dissatisfied. Sumedho, (2015) also proposed promotion as a facet to job satisfaction which is an advancement towards a higher position with more challenging tasks, authority, and responsibility. At the very minimum, an organisation should provide its employees with opportunities for career growth and according to this model, which has a positive influence on job satisfaction. For promotion to cause high job satisfaction, it must be considered fair, and employees should not consider themselves stuck in their current positions (Lehman, 2014).

Sumedho, (2015) also employed fringe Benefits, contingent rewards and supervision in his model. Fringe benefits include monetary and non-monetary benefits that an employee receives (Spector, 2022) that include health, retirement, profit sharing, stock ownership and life assurance among others play a significant role in boosting job satisfaction. It has been verified that provision of these benefits generates increased job satisfaction (Lehman, 2014). Sumedho (2015) cites Robbins & Judge's (2009) definition of contingent rewards and intrinsic rewards as promises and exchanges of prizes and acknowledgment for exceptional performance. Supervision as proposed by Sumedho, (2015) is specific to one's supervisor and other supervisors they interact with (Spector, 2022). The relationship one has with his supervisor plays a key role in determining their level of job satisfaction and the use of participatory or an employee-oriented management style has been proven to positively influence job satisfaction (Lehman, 2014).

In his job satisfaction facet model, Sumedho, (2015) proposed .The final four aspects of job satisfaction are working procedures, coworkers, work-related factors, and communication. Operating procedures involves the steps followed in completing a given tasks and includes

standards, industry regulations, work instructions, and even personal standards. These may also take the form of policies and procedures (Sumedho, 2015). Co-workers relates to the degree of mutual trust and respect between and amongst co-workers. This facet answers the question of whether one is satisfied with their co-workers or not (Spector, 2022). On average, workers spend around 8 hours of their day at work interacting with their colleagues and this can become a critical determinant of job satisfaction. Several attitudes, behaviors and even job satisfaction itself is developed through interactions at work within the context of the work environment (Lehman, 2014; Sumedho, 2015). Nature of work defines employees' interest in how interesting or exciting their job is. It answers the question as to whether they enjoy the things one does at their workplace (Spector, 2022). This deals with the variability of a given work, including job routine, characteristics, and description (Sumedho, 2015). It goes to the root of job design and that has a substantial impact on the attitudes, beliefs, and feelings of the employee. In most cases, employees need jobs that can trigger them to use their talents, knowledge, and abilities (Lehman, 2014). Communication as the last facet in the model involves informing employees about their returns and on the benefits investments. This can be of immense value to the improvement of job satisfaction (Noe et al (2010) in Sumedho (2015). However, although Sumedho (2015) limits communication to benefits, it is key to note that for it to be effective as a facet of job satisfaction, communication should be comprehensive to cover all the activities and functions the employee is involved in.

Strength of the Job Satisfaction Facet Model

The job satisfaction facet model has correctly, with support from various researchers, raised the importance of job satisfaction in attaining high employee engagement and productivity (Lehman, 2014). The model is backed by several research and there is a general agreement on the factors influencing job satisfaction albeit with varying magnitude and scale. It is therefore a proven model which, if followed is likely produce consistent results Sumedho, 2015; Andrade et al, 2020. Further, the model does not divert from the mainstream theories of job satisfaction such as the two-factor theory by Herzberg, the hierarchy of needs by Maslow and Alderfer's ERG theory (Armstrong & Taylor, 2014) as it focuses of the satisfaction of various needs.

Limitations of the Job Satisfaction Facet Model

The model addresses key factors influencing job satisfaction however it fails to address the impact of mental health on job satisfaction thus the need for this study to explore the impact of mental health on job satisfaction and worker performance. Originally, the model that was proposed by Conway et al (1987) came about following a survey in the public service and it may be misleading to apply the same model in other sectors of the economy today. Further, the model is now outdated and various changes have happened in industry that it would be misleading to assume that the same findings would still apply in today's industry. The job satisfaction facet model does not specifically mention mental health as part of the facets but today, mental health has become critical as contributing factor to job satisfaction.

2.4.1.2 Hackman and Oldham's Job Characteristics Model

A task in and of itself is seen to be the key to an employee's motivation, according to the Job Characteristics Model (Lucas, 2022). According to the hypothesis, five employment attributes are expected to improve employees' psychological well-being and job performance. The theory also includes discrete variables that might describe the interaction between work features and outcome factors.
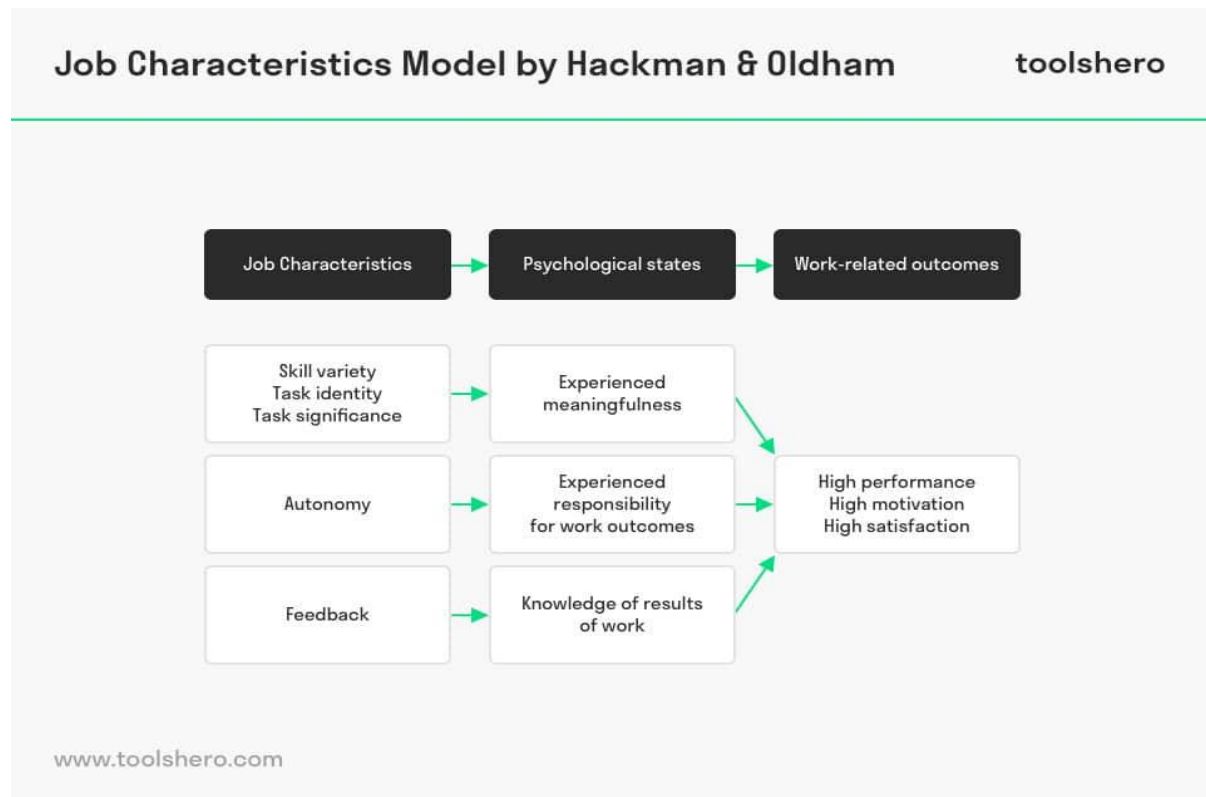
Job characteristics

Skill Variety: The degree to which a job requires varied actions in the completion of the duties, where various working people's abilities and talents are employed, is referred to as skill variety. A person's intrinsic motivation will be benefited by having a variety of jobs, greater responsibility, and more freedom.

Task Identity: This indicates how much a finished procedure or product is required for the task. A person may work on a whole process rather than individual steps since each task in the group of activities has a distinct beginning and conclusion.

Task Significance: Task significance is the degree to which the job has a substantial impact on the lives of other people within the organization, but also on society as a whole. Feeling the meaningfulness of work is important for the employee's motivation.

Autonomy: Autonomy within a job refers to the degree to which an employee can work independently. The freedom to plan the workday and set up new procedures that must be followed increases one's sense of responsibility, which in turn benefits motivation.

Feedback: For the performance of the employees, it's important that they are informed of the effectiveness of their recent performances. Feedback can also have a positive effect on their motivation.

Indexing Scores: Each of the five indications is capable of receiving a score, which is then added together. This figure serves as a gauge for the task or work under consideration's overall capacity for motivation. The index will show how the employee's mood and conduct are affected by the work either favorably or unfavorably by the number. A low MPS score, in Hackman and Oldham's opinion, indicates that the work or task has to be changed and that the employees don't have strong intrinsic motivation. Additionally, according to Hackman and Oldham, a worker can only have one of the three psychological states if they score highly on each of the five indicators.

Psychological states

The psychological states don't represent the traits or responsibilities of a certain work because they are personal to the person who determines his or her own scores. Employees that rate all five work requirements highly will experience all three psychological states and be very intrinsically motivated.

Experienced Meaningfulness: The degree to which the employee perceives the job as intrinsically valuable and meaningful—something that enhances the experience—is the perceived meaningfulness of the work. Three of the aforementioned employment traits are indicative of meaningful work: skill diversity, task specificity, and task significance.

Experienced Responsibility: The degree of autonomy a work affords and requires shapes the experienced sense of responsibility.

Knowledge of Results: Within a company, feedback systems help to form knowledge of results. It reveals the extent to which the person performing the work is given immediate and understandable feedback on how well that performance is going.

Work-related Outcomes

High Performance: A good employee performance includes delivering work that is of a high standard and in huge quantities. That is, when an employee experiences the three psychological states, productivity rises.

High Motivation: Although an employee may be motivated by outside factors, such as financial incentives, the best motivation comes from within. Gaining intrinsic motivation requires doing worthwhile, accountable, and independent work.

High Satisfaction: The degree of job satisfaction a worker experiences is a straightforward definition of contentment. The description of the satisfaction level offered by Hulin and Judge was more intricate, speaking about a person's multifaceted psychological response to their work. These responses might be behavioral, emotional, or cognitive.

Moderators

Knowledge & Skill: According to the knowledge and skill moderator, an employee who possesses the necessary knowledge, skills, and competencies is more likely to be happy at work. An employee won't experience the three psychological states and will consequently lose motivation if he believes he lacks the knowledge or abilities necessary to do this task.

Growth Needs Strength: refers to how much a worker wants to advance and improve. The employee will probably react to new chances and challenges more quickly if he has a strong urge to develop. The three psychological states will be easier to experience for this employee. The employee won't achieve the psychological states, nevertheless, if he lacks the will to develop.

Context Satisfaction: The third moderator, the environment at work, might prevent access to the three psychological states. Employees are happier and more likely to achieve the psychological states when they are happy with their pay, perks, and job stability.

Job Characteristics Model Restrictions

The Job Characteristics Model's biggest drawback is that several of the important theoretical connections it contains are not supported. Hackman and Oldham acknowledged that not everyone can use and benefit from the Job Characteristics Model. Different people will view the same job, which is thought to have a highly motivating potential, in different ways. The JCM's second drawback is that it was created in the 1980s, a time when job design was well matched with defined positions in companies, but it is now out of date. However, the workplace has changed, and now a focus is placed on fundamental skills that are applicable in a variety of contexts and jobs (Annette, 2022). Hackman and Oldham's model does not address the individual employee's needs, the model cannot predict what requires to be included in the job design to maximize job satisfaction regarding individual employees.

Strength of the Job Characteristics model

The model provides a clear and simple structure of the job characteristics that can be easily applied and implemented into the job design. Human Resource (HR) managers can use these job characteristics as a checklist when designing a new job. This model has a clear connection between

the job characteristics and outcomes of employees' satisfaction at work and communicates how to design jobs in the way that they are motivating, engaging and challenging for employees. Furthermore, the model can influence improved employees' performance. (Study-Master 2022).

2.5.1.2 HERZBERG'S TWO-FACTOR THEORY

According to the Herzberg two-factor theory, which is sometimes called the Herzberg's Hygiene Theory, job satisfaction and discontent are not mutually exclusive concepts. Based on the occupational features that employees find satisfying, Frederick Herzberg created the two-factor hypothesis. He was able to draw the distinction between gratifying and unsatisfactory qualities. According to Frederick Herzberg, two sets of factors—"hygiene" issues and motivators— determine employee happiness. He claimed that the motivators provide employee happiness once the hygiene concerns have been resolved (Gordon, 2022).

2.5.1.3 Herzberg's two factor principles

Source: Herzberg (1968) in Gordon (2022)

Hygiene Factors (dissatisfiers): Dissatisfying aspects are referred to as hygiene factors since they are associated with the environment in which the work was carried out rather than its actual tasks.

Workplace circumstances, corporate policy, management, pay, safety, and security are examples of common hygiene elements (Iyer, 2022).

Motivators (satisfiers): Motivators were defined as satisfying elements. Motivators are aspects that are inherent to the profession, as opposed to hygienic issues. The following hygiene components are frequently present: self-awareness, success, fulfilling job, important duties, possibilities for professional progression, and self-improvement (Iyer, 2022).

Strength of Herzberg's two-factor theory

The two-factor hypothesis proposed by Herzberg can help projects succeed. Companies with highly engaged workers are 21% more profitable, according to Gallup research. This demonstrates that the idea of employee motivation is a sound one and contributes to actual corporate success. Deep insights are provided, unity and diversity are encouraged, and a framework is provided for evaluating employee job satisfaction and discontent as well as the success of corporate projects.

Limitations of the two-factor theory

Although the two-factor theory contends that satisfaction and productivity are not the same, it does predict that happier employees will produce more. However, it does not take into account the fact that a number of factors other than an employee's own motivation affect productivity. The capacity to distinguish between motivators and cleanliness has problems. Variations of a factor could be both in some cases. Additionally, it ignores the state of the partnership between management and employees. (2002) (Gordon). The hypothesis does not take into account the reality that everyone has unique requirements, interests, and desires. Many workers would rather concentrate on getting things done than pursue personal growth. The two-factor approach is also limited to business initiatives and ignores department-specific problems that might lead to work unhappiness (Gordon, 2022).

2.4.2 Theories on Mental Health

2.5.2.1 The Wellbeing Theory (PERMA model)

The wellbeing theory was originally developed by Martin Seligman, (2011) focusing on improving employee happiness and wellbeing and decreasing anxiety, depression and stress. The five dimensional model of well-being Seligman proposed five indicators of wellbeing that people pursue because they find them intrinsically motivating i.e. positive emotion, engagement, relationships, meaning and accomplishment, (Seligman,2011According to research by Kern et al. (2014), each of the PERMA components is positively correlated with physical health, vitality, work satisfaction, life satisfaction, and organizational commitment.. Seligman, (2011) postulates that, no one element defines well-being but each contributes to it.

Figure 1: The PERMA model (Martin Seligman, 2011)

Positive Emotion: This relates to finding the ability to stay optimistic and to view the events and circumstances that life presents. Positive emotion is more than just happiness, according to study by Coffey et al. (2014), and it appears to be a significant determinant of wellbeing. Hope, curiosity, pleasure, love, compassion, pride, amusement, and thankfulness are all part of it. According to Fredrickson (2001), happy emotions are a key sign of thriving and may be developed or acquired to enhance wellbeing. According to Fredrickson and Tugade (2004), positive emotions can counteract the detrimental consequences of negative emotions and foster

resilience. According to Cohn and Fredrickson (2009), happy emotions are positively correlated with life happiness, resilience, mindfulness, professional success, and physical health. According to Keyes (2002, 2005), mental health is a term that includes the existence of pleasant feelings as well as the successful operation of one's personal and social life. It is not only the absence of mental disease.

Engagement: Engagement, according to Seligman (2012), is becoming one with the music. It corresponds to the idea of flow proposed by Csikszentmihalyi in 1989, which characterizes the absence of self-awareness and total immersion in an activity. Seligman et al. (2005) found that after six months, those who tried to apply their strength in novel ways every day for a week were happier and less sad. Employees will have a sense of success while working on a task that makes advantage of their strengths (Seligman, 2012). According to Schaufeli et al. (2006), engagement is seen to increase power, dedication, and commitment.

Relationships: Humans are social creatures, and according to Seligman (2011), healthy connections are the foundation of happiness. Relationships, which relate to the experience of receiving help, affection, and value from others, cover a wide range of relationships between spouses, work associates, superiors, and the larger community. According to Siedlecki et al, (2014), the social environment has been found to play a critical role in preventing cognitive decline and strong social networks contribute to better physical health among older adults.

Meaning: A sense of meaning is guided by personal values and people who report having purpose in life live longer and have greater life satisfaction and fewer health problems, (Kashdan et al.,2009).Seligman, (2012) defined meaning as belonging or serving something greater than ourselves. Searching for meaning is another intrinsic human quality and the need to have a sense of value and worth.

Accomplishments: Perseverance and a desire for achieving goals are key components of success, but thriving and wellbeing only happen when success is linked to working for things out of one's own intrinsic drive or merely for the sake of betterment. (Quinn, 2018). According to Seligman,

(2012), a sense of accomplishment is a result of working towards and reaching goals which contributes to wellbeing because individuals can look at their lives with a sense of pride. Achieving intrinsic goals leads to larger gains in wellbeing than external goals such as money or fame, (Seligman, 2012).

Strengths of the PERMA model

The PERMA model illustrates the importance of positive emotions that can drive an employee from depression to improved health and wellbeing According to the paradigm, happiness and satisfaction are correlated with good emotions. Positive connections at work are associated with higher output and better stress management, according to Seligman (2012). Employees who feel they have accomplished something have a sense of purpose, engagement, and motivation. Organizations may develop an engaged and motivated workforce free from mental health-related problems by adapting to the PERMA model principles.

Limitations of the PERMA model

While the PERMA model offers a great framework for happiness, other extrinsic factors that contribute to an employee's wellbeing, such as rewards, are not taken into account (Finkbeiner, 2018). The paradigm lacks a set of concrete actions for putting this psychological reframing into action. It concentrates on how to reframe a situation to enter a more optimistic frame of mind, but it doesn't offer practical advice on how to put these ideas into practice. The model is limited by its failure to address existential suffering, which can undermine other best efforts to achieve flourishing, (Wong, 2020).

2.4.3   Theories on Performance

2.4.3.1 Self-efficacy Theory

The theory is a branch of social cognitive theory developed by Banduras in 1986. Albert Bandura first used the word "self-efficacy" in 1977 to describe a person's unique collection of beliefs that affect how well they can carry out a plan of action in hypothetical scenarios. The idea places a strong emphasis on the individual and how that individual views his or her own unique talents as important factors in successful outcomes. It focuses on how people and communities may be given the sense of agency they need to achieve their goals. Bandura (1977) proposed that therapeutic

change can be brought about by experiences of mastery arising from successful performance, (Galanis et al., 2016).

Bandura (1977) recognized the significance of verbal influence from other people. Hardy et al. (1996) made an argument for the significance of using self-talk to influence oneself. Self-efficacy may thus play a significant mediating role in this association since self-talk has been associated with performance (Galanis et al., 2016). According to Bandura (1977), there are four key factors that determine how people form their beliefs: mastery experiences, vicarious experiences, social persuasion, and emotional states.

Mastery experiences: This refers to the experiences one gains when they take on a new challenge and are successful at doing so, (Garrido, 2020). According to Bandura, (1997), mastery experiences are the most influential source of efficacy information because they provide the most authentic evidence of whether one can master whatever it takes to succeed. Success builds a robust belief in one's personal efficacy. Mastery experiences is one of the best proven ways to learn a new skill or to improve one's performance in a given activity by practicing.

Vicarious experiences: 'Seeing people similar to oneself succeed by sustained effort raises observer's beliefs that they too possess the capabilities to master comparable activities to succeed', (Bandura, 1977). Vicarious experiences involve observing other people successfully completing a task. Positive role models are more likely to influence positive beliefs about one self, (Garrido, 2020).

Social persuasion: According to Raymond, (2010), self-efficacy is influenced by encouragement and discouragement pertaining to an individual's performance or ability to perform. Bandura, (1977), posits that receiving positive verbal feedback while undertaking a complex tasks persuades a person to believe that they have the skills and capabilities to succeed.

Emotional and Physiological states: A person's emotional, physical and psychological wellbeing can influence how they feel about their personal abilities in a particular situation and building your self-efficacy is a much easier task when one is feeling healthy and well, Bandura (2020). People may boost their feeling of self-efficacy by learning how to control their anxiety

and improve their mood when confronted with difficult circumstances. According to Bandura, it is how these emotions are perceived and understood rather than their actual strength that matters. He goes on to say that individuals with a strong feeling of effectiveness are more likely to see their emotional arousal as an energizing facilitator of performance than those who are plagued by self-doubts, who see it as a debilitator.

Imaginal experiences: The skill of seeing oneself doing well or efficiently in a certain circumstance, according to Maddux (2013). In essence, someone who uses imaginary experiences is trying to make their objectives seem attainable (Bandura, 1977). The emphasis should be on creating a picture that makes success appear like the most likely conclusion in order to increase one's own self-efficacy or that of a youngster. The degree of self-efficacy is determined by one's level of self-confidence after picturing themselves crossing the finish line.

Strength of Self-efficacy theory

The theory is a subset of the social cognitive theory which was developed by Bandura, (1977). *He defines self-efficacy as people's beliefs in their capabilities to exercise control over their own functioning and over events that affect their lives. He further posits that one's sense of self-efficacy can provide the foundation for motivation, wellbeing and personal accomplishments. High levels of self-efficacy enhance one's accomplishments and feelings of personal wellbeing and helps one to remain calm when approaching challenging tasks. Building self-efficacy across a variety of domains boosts confidence in learning new subjects, increases openness to trying out novel concepts, and improves perseverance and attention to a task beyond what was previously possible (Ormrod, 2008). According to Bandura (1993), those who feel highly competent learn and do more than those who feel less competent, and their dedication is firmer.*

Limitations of Self-efficacy

The self-efficacy theory, even though it received widespread acceptance from psychologists, falls short of a model in which predictions can be made, It cannot be scientifically manipulated, (Nichols, 2012). Positive expectations are not always guaranteed by high self-efficacy, and because self-efficacy beliefs differ considerably amongst people, it is exceedingly challenging for

researchers to evaluate them. Bandura's theory of self-efficacy ignores the possibility that having high levels of self-efficacy may enable individuals to downplay flaws they are unaware they possess (Omrod, 2008).

2.5 CONCEPTUAL FRAMEWORK

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                        │  Mental Health  │
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        │ Job Satisfaction │ ──────▶│ Work Performance │
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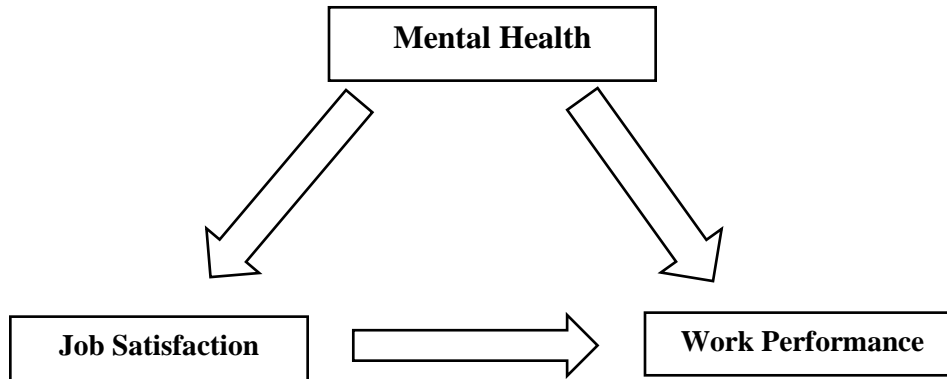
Source: *Researcher (2023)*

2.5.1 Evolution of mental health

According to the WHO, mental health is a condition of wellbeing marked by self-awareness, the ability to handle everyday challenges, and the capacity to contribute to one's community. Worldwide, there is a high prevalence of mental disorders and disorders linked to psychoactive substances. These conditions are major causes of immobility, disability, and early mortality. The absence of mental diseases is only one aspect of mental health (WHO, 2022). The history of mental health may be traced back to the 18th and 19th centuries, when stigma and prejudice against those who had mental health issues were very severe and it was believed that their presence was related to the supernatural. With the adoption of legislation like the Mental Health Parity Act in the 2000s, the stigma was reduced. Act (1983) in Australia which aimed at establishing rights and equal opportunities for people with mental illness and was majorly updated in 2007.

Scholarly views of mental health continued to evolve with time, Sigmund Freud was the first psychologists who introduced the Freudian approach in the early 20th century. He proposed that mental health can be understood through childhood experiences and conflicts in the unconscious

mind which he termed the psychodynamic approach. B.F. Skinner introduced the behavioral approach later in the mid-20th century to determine the causes of mental health. This behavioral approach shifted psychology as a science, he proposed the need to understand behavior through observation. From 1960 to the present, the cognitive approach has heavily influenced the society which proposed the information processing model of mental health and behavior which states that humans take in information from their senses and that the brain's mental processes process that information similar to a computer.

The biological approach, which holds that mental processes have a physical explanation such as chemical imbalance, dysfunction of neurotransmitters, physical damage, and brain abnormalities, was presented in the 1970s. Currently, WHO member states are committed to putting into practice the Comprehensive mental health action plan 2013–2030, which aims to improve mental health by enhancing effective leadership and governance, providing comprehensive, integrated, and responsive community-based care, putting into practice promotion and prevention strategies, and strengthening information systems, evidence, and research (WHO, 2022)

2.5.2 Evolution of Job satisfaction

(Sree & Satyavathi, 2017), defines job satisfaction as the delightful emotional state resulting from the appraisal of one's job as achieving one's values and the extent to which people like or dislike. Job satisfaction is an orientation of emotions that employees possess towards roles that they are performing at the workplace, (Vroom (1964). In other words, it is the extent of liking or disliking of one's job (Haralayya. 2021; Sree & Satyavathi, 2017). Employees are likely to put their full efforts to productivity if they are satisfied (Haralayya, 2021) and that is crucial to the organisation. Job satisfaction is one of the biggest challenges facing businesses today and this continues to gain importance given the ever-evolving environment (Sree & Satyavathi, 2017).

Job satisfaction evolved back to the works of Fisher and Hanna in the early 1930s, studies which made it clear that job satisfaction is a product of non-regulatory mood tendency (Zhu, 2012). Job satisfaction can be traced back from 1930s to 1970s where it focused on a single perspective, which is affection, but from the 1980s, it took a multiple perspective i.e., affection and cognition (Zhu, 2012). Various theorists since Fisher and Hanna's works, have tried to explain job satisfaction due

to its positive contribution to organisational performance. In the early 1950s, Maslow propounded his hierarchy of needs theory focusing on multiple factors leading to job satisfaction. Other theorist such as McClelland in needs achievement theory, and Herzberg's two factor theory model all focused on the attainment of job satisfaction (Armstrong & Taylor, 2014).

Extrinsic and Intrinsic motivating factors relating to rewards, job content, quality of supervision and success or failure are believed to have an influence on job satisfaction (Armstrong & Taylor, 2014). Some of the specific factors influencing job satisfaction include poor mental health, working conditions, financial rewards, working relationships, workload (Haralayya, 2021). Various models have been proposed that relates to the factors influencing job satisfaction, one of which is the Nine Facets Job Satisfaction propounded by Spector in 1997, as quoted by Sumedho (2015). The model proposes nine factors that can improve an employee's job satisfaction, as has already been discussed. These facets align with Spector (1997) as used by Sumedho (2015), and by Conway et al (1987) in the Job Satisfaction Facets Model.

2.5.3 Evolution of work performance

Performance is also defined as the accomplishment of assigned goals that are in line with business policies. Performance is not just about locating a product, but rather is the outcome of a comparison result and objective, according to Didier (2002). The performance of an employee at work can be greatly influenced by a variety of variables, including objective clarity, repertory, structural knowledge, feedback, mental models, motivation, and surroundings (Nickols, 2012). An industry's performance might suffer greatly from a single employee's poor work, losing its competitive edge.

The emergence of rating during the 1970s was supported by the 360 degree feedback system which became popular in the 1980s -1990s and is still popular in the present day. The new era of 1990s-2000s, performance management shifted to focus on employee motivation and engagement and continuous feedback-driven practices which aims for the effectiveness of driving an employee to perform efficiently. Today, with globalization and competition the need for performance cannot be overemphasized. Organisations need to do more through their employees to achieve high levels of competitiveness. To achieve that, factors such as mental health must be given adequate attention.

2.6 EMPIRICAL REVIEW

2.6.1 To assess the influence of mental health on job satisfaction within SMEs in the energy industry in Zimbabwe.

According to a report done by WHO, (2022) at least 10 percent of the world's population is affected by different mental disorders, something that can lead to premature deaths and disabilities, (Chisolm et al., 2016). Pickerta et al., (2017) posits that mental health and job satisfaction relationships can vary across professional careers. According to research by Judge et al. from 2002, job satisfaction is related to a variety of factors, such as occupation, work outcomes, personality traits, and overall wellness. Some academics have studied the connection between mental health and job satisfaction at work, and the literature suggests that there are strong correlations between low levels of job satisfaction, but it is impossible to overstate the link between mental health-related disorders and job satisfaction. The productivity and other desired organizational outcomes, such as dedication and satisfaction, have been demonstrated to be highly correlated with occupational mental health, according to Lu et al. (2022). According to studies conducted by various academics, job satisfaction has a significant impact on employees' health (Lu et al., 2022).

In a study by Marshall, (2010), during the last three decades, the work environment conditions have experienced significant changes which has been caused by economic recessions, technological processes, globalization as well as pandemics and these modifications have affected the employment conditions leading to tough consequences for many employees, Mental health cases in Zimbabwe has taken a toll due to the Covid-19 pandemic that taken away two years of people's lives living in the unknown. According to Faragher et al. (2005), job satisfaction not only affects an individual's wellbeing at the employee level but also productivity, retirement decisions, and the economic prosperity of a society.. In research by Capone et al., (2022), a positive relationship between mental health and job satisfaction was found meaning as mental health improves, job satisfaction improves as well and vice vesa. Rachman (2021) went on to say that poor mental health has negative effects not only on job satisfaction but also on the safety and

quality of services. However, this study needs to be updated since working trends are fast changing and mental health cases are increasing.

While the link between good mental health and job satisfaction cannot be overstated, research by Capone (2022) indicates that poor mental health can lead to disruptions in a person's emotions, thoughts, and behaviors, making it possible for them to function well in society. This supports the claim that performance and satisfaction are negatively impacted by poor mental health. Beckham and Cao (2022) assert that work environments with high psychological demands and limited decision-making space are associated with poor mental health..

2.6.2 To evaluate the influence of mental health and on work performance.

Lu et al (2022), found out that mental health is a necessary part of being productive at work too. According to WHO (2022), without effective support, mental disorders and other mental health conditions can affect a person's confidence and identity at work, capacity to work productively, absences and the ease with which to retain or gain work. Employees' burnout can also be caused by poor mental health, which can have a significant negative impact on their capacity to make a meaningful contribution in both their personal and professional lives (WHO, 2022). According to studies conducted by various academics, a significant percentage of workers around the world leave their jobs due to mental health issues.

Findings done by Boston University Centre for Psychiatric Rehabilitation, (2018) suggests A person may have trouble managing time pressure or many tasks if they have a mental health problem that impairs their capacity to block out external stimuli or focus. This is supported by Shield, (2019) who posits that mental health issues can affect an employee's stamina making it difficult for them to meet deadlines, she further argues that someone with anxiety or depression may suffer from paranoia, the inability to take constructive criticism personally which results in doubting themselves and their work in the present and in future. In a study by Gurchiek (2019Employees suffering from mental health disorders may experience a loss in motivation, capability, and consequently production. Depression alone accounts for 200 million lost workdays annually. A research done by WHO, (2023) reported that globally, an estimated 12 billion working

days are lost every year to depression and anxiety at a cost of US$ 1 trillion per year in lost productivity. Even though the positive relationship on mental health and worker performance has been found, we cannot generalize since all these research are Eurocentric and we need to find if there is a relationship between these variables in Africa specifically in Zimbabwe.

2.6.3 To explore the impact of job satisfaction on performance.

In order to get good labor and improve company performance, job happiness is essential (Kyriakopoulos, 2022). According to Rachman (2021), employee satisfaction issues frequently prevent organizations from improving employee performance. These elements include the element of work-related discontent, issues with work-related stress, and an unwelcoming work atmosphere. The greater the discrepancy between the two categories of issues—hygiene concerns and motivators—on which Frederick Herzberg's theory of employee happiness was based. He claimed that the motivators produce employee happiness once the hygiene concerns have been resolved (Gordon, 2022). Therefore, when what they have and what they want align, employees tend to be the most satisfied with their jobs.

A study by Jalagat (2016) observed that when an employee is satisfied, he/she will perform at his level best to achieve the organizational objectives. Satisfied employees tends to extend more effort to job performance by working harder and better (Rachman, 2021). It is critical that every organization creates a satisfied work force to operate the well- being of the organization. According to Maslow's need theory, once a need is satisfied, it no longer becomes a need and dissatisfaction arises. Since the human resource is an important factor in the attainment of organisational goals, managers should find ways of satisfying the ever arising needs of employees to reach organisational goals and once this is not addressed, then dissatisfaction will affect employee and organisational performance negatively.

2.6.4 To identify variables that emanate from mental health that affect job satisfaction and performance

According to research from the State of Mental Health in America (2021) survey, more persons sought treatment for depression in 2020 compared to 2019. If not treated, the complicated illness of depression can interfere with an employee's effectiveness at work through a variety of thinking,

mood, and behavioral manifestations. In addition to increased substance usage, depression can cause absenteeism, decreased productivity, missed deadlines, irritability, and low self-esteem (WHO, 2022). According to a research by Mental Health America, depression is one of the top three workplace issues for those who work in employee support (Lindberg, 2021).

Stress build-up at work is a major cause of anxiety disorders (Brown, 2018). Corzo (2023) reports that anxiety is one of the most common mental disorders, in the United States, it is estimated that around 40 million adults are affected by an anxiety disorder. Women are twice as likely as men to suffer from an anxiety disorder (WHO, 2021). Anxiety can occur as a result of a combination of different factors such as environmental, social, genetics and difficult life experiences. Workplace stress is also a contributing factor that can cause chronic anxiety which disrupts an employee's ability to perform. Missed deadlines can occur because an anxious employee does not perform as well as an employee who feels comfortable and safe in their job. Symptoms of anxiety include Having trouble sleeping, experiencing stomach issues, having trouble managing worry, and having the need to stay away from things that make you anxious. Having trouble concentrating or thinking about anything other than the current worry.

WHO (2021) defines work-related stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Work-related stress is mostly caused by poor work organization, poor work design, poor management, unsatisfactory working conditions and lack of support from colleagues and supervisors. When people engage in these behaviors or are in these emotional states, they are more likely to become distracted, feel withdrawn from others, neglect responsibilities and put their bodies under physical stress, increasing the potential for strains and sprains. Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual may even keep workers motivated depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the business performance. The most stressful types of employment, according to the WHO (2021), are those that place a high emphasis on expectations and pressures that are excessive and out of proportion to workers' knowledge and skills, where there

are little opportunities for workers to exercise any choice or control, and where there is little outside assistance.

2.6.5 To evaluate the variables affecting mental health at work.

WHO projects that by 2022, the way workplaces are organized and managed may have an impact on the risk factors that lead to poor mental health and reduce an employee's capacity to perform at work. Anyone who enters with their severe mental issues makes compromises with others and with themselves, avoiding being paralyzed by inevitable internal conflicts and being rejected by the community. According to a recent Psychology Today research (2023), mental illness most commonly manifests as depression, anxiety, or burnout, which significantly lower motivation and productivity while raising stress levels, which can impair focus and attention and make it more difficult to complete tasks., and as supported by World employment and social outlook trends, (2022), almost 60% of the world's population is in work and mental health issues cannot be avoided. Arthur, (2022) proposed factors that affect mental health at work which include safe working conditions, work-life balance, job insecurity, recognition and rewards and stigma and discrimination.

Safe working conditions: Arthur, (2022) posits that a mentally healthy work environment provides the primary factors for a role to suit an individual's needs and personality. Research according to WHO (2022) shows that In 2019, it was predicted that 15% of working-age persons suffered from a mental illness. In addition to being a fundamental right, safe and healthy working conditions are also more likely to reduce stress and conflict at work and boost productivity., (Arthur, 2022). Most SMEs in Zimbabwe do not oblige to the government's regulatory protection of employees rather workers are exposes to unsafe working environments with no policies to appeal to. ILO, (2022) argues that inadequate safety and health standards and environmental hazards are particularly evident in the case of the informal sector. This is a major contributor to the emergence of poor mental health at work. Mental illness as regarded as stemming from factors outside the workplace, however, an unhealthy work environment can cause considerable stress and contribute to the development of mental illness according to (LaMontagne et al., 2007). He further argues that job stress and other work-related psychosocial hazards are emerging as the leading contributors to the burden of occupational disease and injury.

Arthur, (2022) reports that mental health issues arise due to acute or long-term physical, emotional or psychological strains. He further proposes that the duty to provide a workplace where wellbeing can be achieved as well as ensuring psychological safety lies with the employer. The ISO 45003:2021, Compliance psychological health and safety at work was put in place to establish effective mental health frameworks for promotion, prevention, early intervention and support for employees. According to research by Lamontagne et al, (2007), developing a combined systems approach that incorporates both individual and organisational strategies is the most effective way to intervene in relation to job stress and to improve employee health and health behaviors, and creating a safe and healthy workplace makes good business sense by reducing costs associated with worker absence from work and high worker turnover due to mental health related issues. A report by Women and men in the social economy, (2018) argues that safe working conditions ensures health and safety, none-discriminatory, ensures privacy and avoids diverse conflicts. Decent working conditions can contribute to recovery for people that are trapped in mental health disorders as well as improving confidence and social functioning, (WHO, 2022).

Work-life balance: Work-life balance was suggested by Arthur (2022) as an additional element that influences mental wellness at work. Work-life balance is defined as the capacity of an individual to effectively manage their time and allocate their labor while continuing to experience satisfaction in both their personal and professional lives (Armstrong, 2018). It is the capacity to carry out duties connected to their families, jobs, and extracurricular activities during their free time and outside of work hours. The inability to strike a balance between job and social life, according to Arthur (2022), causes the majority of people to experience harmful stress levels over extended periods of time, which have been found to have a significant impact on people's physical and mental welfare. Research on (Women and men in the social economy) claims that, 2018), more than half the global workforce works in the informal economy where there is no regulatory protection for the working conditions of employees which are characterized by long working hours that drains an employee into burnout and stress that results in physical and psychological distress.

The high pressure, up all-night work life as found by Arthur, (2022) can be mentally exhausting and employees who have a negative work-life are less productive and depressed, He argued that successful employees who have achieved a work-life balance are the ones who plan their tasks way ahead of time and combine them with their social activities. The same can be supported by remote working during the Covid-19 pandemic which also led to mental health issues resulting from an increase in working hours and turning people's homes into workplaces. Agdalen & Lehtisalo (2019) highlighted that remote working created confusion on where an employee can go and rest because their home has been turned into a workplace.

With these findings by Agdalen & Lehtisalo, (2019), while remote working results in time savings by not commuting the same time savings cannot be translated to rest on the part of the remote workers. They further reported that remote work was experienced to affect employees' family lives negatively because of a substantial increase in working hours since workers were inclined to put in more working hours than traditional workers and this created difficulties as employees worked more than that for which they were paid. Arthur, (2022) proposed that having a positive work-life balance helps a person improve their mental health, improved wellbeing, increase in productivity boosts creative thinking. Not only demanding work can dissolve work-life balance, overbearing home life responsibilities can negatively impact work-life balance as well.

***Job insecurity*:** From the research gathered by Arthur, (2022), job insecurity is a critical factor that influence mental health at work. Job insecurity refers to the uncertainty about the survival of the job in the future or relates to the employees about the continued existence of their job in the future or if their job features may unfavorable change, (Charkhabi, 2019According to a study by Vander et al. (2014), job uncertainty can have detrimental effects on wellbeing, such as mental health issues, emotional distress, a decline in organizational productivity, and a decrease in job satisfaction. This is related to recent studies by the World Health Organization (2022) on the impacts of the Covid-19 pandemic, which caused widespread job insecurity. In an effort to slow the spread of the pandemic, lockdown was implemented, which resulted in the closure of non-essential businesses. According to Douglas et al. (2020), quite a few productive sectors, including SMEs, were compelled to suspend operations, which led to job uncertainty, job loss, or temporary layoffs of a sizable workforce.. These outcomes of Covid-19 led to an increase in mental health cases due to uncertainties about the future of their jobs.

Research done by Khan et al., (2021) the Covid-19 epidemic has shown a dramatic rise in mental illnesses including anxiety and despair brought on by employment instability. According to other research by Rossi et al. (2020) and WHO (2021) job instability during the pandemic may be a substantial risk factor for mental health issues for both the general Bangladeshi population and aid workers. According to scholarly opinions by Ravn and Sterk (2017), job uncertainty is a factor in declining job satisfaction and commitment as well as a bad instrument for workers' psychological health. Chen and Eyoun's (2021) study on job insecurity severely threatens employees' mental and emotional health lowering their job performance. According to Ravn and Sterk, (2017) organisational change and job displacement today is moving two to four times as fast as it was at the height of industrialization in 1900 and an estimated 71% of total labor tasks were performed by humans and 29% by machines in 2018 but with fast changing technology, soon the distribution of manpower to machines will be 50/50 which will result in many people being substituted by machines.

Recognition and Rewards: Recognition and rewards are some of the factors that influence mental health at work as proposed by Arthur, (2022). Recognition and rewards refers to acknowledgement and gratitude of an employee's effort in a fair and timely manner, an imbalance between effort and reward results in an increased risk of mental disorder, (Bespoke, 2019). Recognition and rewards includes appropriate and regular financial compensation as well as employee team celebrations or recognition of years served, (OSH, 2022).

Arthur, (2022) proposed that importance of recognition and rewards are:

- ➢ Create a sense of belongingness
- ➢ Motivates employees,
- ➢ Fuels the desire to excel,
- ➢ Builds self-esteem,
- ➢ Encourages commitment
- ➢ Enhances team success.

In a study by Bespoke, (2019) an imbalance between effort and rewards results in an increased risk of mental disorder. Research by Canadian Centre for Occupational Health and Safety, (2022) reports that lack of recognition and rewards at the workplace contributes to emotional distress leading to a range of psychological and physical disorders. They further argue that Employees will lose confidence in what they are doing and what the organisation expects form them which demoralizes the employee and can lead to turn-over, an imbalance between effort and reward is a significant contributor to burnout and emotional distress leading to a range of psychological and physical disorders. Arthur, (2022) posits that the presence of recognition and rewards at an organisation creates an atmosphere that is mentally healthy.

Stigma and Discrimination: According to Arthur (2022), stigma and discrimination at work are two elements that affect mental health at work. According to Sickel et al. (2017), discrimination is the action that stems from negative stereotyping, which is defined as when a person has a negative opinion of someone due to distinguishing characteristics or personal traits that are perceived to be or actually are disadvantages. Stigma is used by dominant groups to create, legitimize and perpetuate social inequalities and exclusion. According to Herb et al., (2002), women, ethnic and cultural minorities are still strongly underrepresented in various work fields

and higher occupational positions, and in support of this, research done by WHO, (2022) reports that 10% to 15% of women in industrialised countries suffer from mental health disorders and 20% to 40% of women in developing countries. Barreto, (2014) and Leach and Livingston, (2015) shows that members facing stereotyping and discrimination get transformed into low wellbeing and negative work outcomes. Arthur, (2022) posits that individuals that face stigma and discrimination at work tend to isolate themselves from others which leads to depression and in the long term severe psychological disorders.

Effects of stigma and discrimination at work (Arthur, 2022)

- ❖ Lower self-esteem
- ❖ Depression
- ❖ Psychological distress
- ❖ Feeling or lack of empowerment or not worthy
- ❖ Poor performance

Organisational Culture: Last but not least, Arthur proposed organisational culture as another factor that influence mental health at work. Armstrong, (2018) defines organisational culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organisations behave and things get done. He emphasized that organisational culture is concerned with the subjective aspect of what goes on in the organisation. Deal and Kenedy (2019) defines culture as a system of informal rules that spells out how people are to behave most of the time. In support of this definition, Staglin, (2017) in his study proposes that culture is a powerful tool to encourage healthy habits and most organisations are finding ways to successfully and cost-effectively promote better brain health in the workplace by creating a culture that values mental health needs and providing support. In a study by Mental health America, (2023) an organisational culture that is safe with open communication is essential to employee engagement and wellbeing whilst an organisational culture in which employees do not feel safe to report unfair practices breeds an unhealthy work environment.

Research by Kelloway and Barling, (2010) argues that an organisational culture that is characterized by fear and constant chaotic urgency can create an environment in which burnout

and low morale are common. Additionally, company culture is incredibly powerful and impacts everything form key business outcomes through to acquisition, retention and employee wellbeing. According to research done by Sodexo, (2022), creating a strong company culture isn't just about attracting and retaining the best talent, it's also central to managing and supporting mental health at work. Further to that, Sodexo (2022) proposes that an individual's ability to work productively and fruitfully will be dependent on the organisational culture, the culture will either positively or negatively affect mental health and wellbeing.

2.7 CONTEMPORARY STUDIES

No study has been published on the impact of mental health on job satisfaction and worker performance. Most research surrounding this topic have looked at one or two of the variables. Research Cao et al (2022) focused on the effect of mental health and job satisfaction and it revealed that in a Chinese set-up, mental health if implemented correctly will lead to increased job satisfaction thereby be of benefit for both the employees and employers. Further, Cao et al's (2022) research focused on Chinese culture background and generalizing the findings to developing countries may be misleading.

Lu et al (2022) studied the relationship between employee mental health and job performance drawing a sample from China. In their study, they found that employee mental health positively impacts job performance, and such relationship is mediated by innovative behaviour and work engagement. The findings not only enrich the discipline's knowledge on mental health in an emerging economy setting but also extend the implications of mental health, innovative behaviour, and work engagement to job performance. However, though the study focuses on the variables in the current study, they did not look on job satisfaction as another variable that is affected by mental health.

Capone et al (2022) considered the Mental Well-Being and Job Satisfaction of Hospital Physicians during COVID-19 on Physicians in Italy and they found out that job satisfaction and a sense of belonging to own hospital were positively associated with mental well-being. This shows that there

is a relationship between job satisfaction and mental wellbeing however the study is limited to developed countries and cannot be generalised to developing countries, specifically Zimbabwe.

After researching the connection between job satisfaction and job performance for Indian professionals, Katebi (2022) came to the conclusion that it has always been crucial for businesses to increase and improve the job performance of professionals in India's private and public sectors in order to more effectively plan for and manage employee satisfaction and performance. Despite the fact that the study emphasizes the significance of the link between job satisfaction and job performance, it is not possible to generalize its findings across the board.

In the United Arab Emirates, Ali et al. (2019) conducted a review of the literature to examine the mediating role that job happiness plays in the connections between job satisfaction, employee performance, and turnover intentions. They discovered that the job satisfaction factor has a substantial direct positive association with both the employee's performance and job happiness, but a weaker indirect relationship with the intention of the employee to leave the company. The United Arab Emirates' oil and gas business may use these conclusions to inform the execution of policies, but it may not be optimal for us to extrapolate their findings to a developing nation like Zimbabwe.

2.8 RESEARCH GAP

The impact of mental health on job satisfaction and work performance of employees within the SMEs in the energy industry in Zimbabwe has not been studied recently in Africa. Most studies that have found the relationship between mental health, job satisfaction and performance are Eurocentric and findings cannot be generalized locally. Many scholars have studied the topic of mental health, job satisfaction and work performance but scholars have focused on either two or one of these variables. Mental health cases continue to rise globally due to uncertainties and in the hyperinflationary economy of Zimbabwe therefore mental health issues cannot be overemphasized. It is therefore necessary that this study combines the three variables in holistic research to understand their relationship in Zimbabwe. Entrepreneurship continues to be an important factor in driving the economy towards a positive change and towards attaining the

objectives of vision 2030 in Zimbabwe, therefore employees within the SMEs should not be left out when focusing on mental health issues that threaten their existence and productivity. This is even more important where organisations continue to value the importance of attaining their goals through people, that is, satisfied people, in an environment where economic hardships, pandemics and globalization has affected a significant workforce psychologically.

2.9 SUMMARY

The chapter covered the literature review surrounding mental health, job satisfaction and work performance which was supported by research from other scholars from all over the world. The theoretical framework looked at three theories which are the job satisfaction facet model to support the job satisfaction variable, wellbeing theory to address the mental health variable and self-efficacy theory to support performance management. Quite a number of factors were that influence mental health at work were covered to gather the root causes of poor mental health in work settings. Research gaps were addressed and a discussion of empirical reviews from other studies was also included. There is no previous study on the impact of mental health on job satisfaction and work performance on SMEs in the Energy industry in Zimbabwe which forms the basis of our knowledge gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The previous chapter covered existing literature, theoretical framework, and empirical review on the topic of study. The study will cover participants from ZPC, in Harare The research is based on a qualitative approach, and as such, the methodology was guided accordingly. This chapter will review the study methodology, technique, and design employed in examining the impact of mental health on job satisfaction and work performance. This section presents the research methods used in this study. They are limited to study design and period, setting, population, sample procedure, and sample size calculation. The section further presents measurements and instruments, data collection procedures, quality of data control, data management and analysis, and finally ethical considerations. The chapter will also address the research philosophy, research design, target population, sampling methods and sample size, data collection instruments, data presentation and analysis, validity and reliability, and ethical considerations.

3.1 RESEARCH PARADIGM

According to Muzari et al (2022), a research paradigm is a set of common beliefs and agreements shared by scientists about how problems should be understood and addressed. A paradigm is a framework for observation and shaping what we see and how we understand it (Babbie, 2008). Research paradigms can be considered as general beliefs regarding the way data is collected and analyzed (Bhattacherjee, 2012). Each paradigm offers a unique way of looking at research and makes separate assumptions about the nature of reality (Babbie, 2008; Bhattacherjee, 2012). Various authors suggest different research paradigms which include positivism, conflict paradigm, symbolic interactionism, ethnomethodology, structural functionalism, and feminist paradigms (Babbie, 2008). These paradigms are inconsistent with each other, meaning that if one holds onto a particular paradigm, one cannot hold onto another, therefore they call for different research methods (Greener, 2008). The two most popular paradigms are positivism and interpretivism. A sequential exploratory mixed methods research design will be used for the study whereby data

collection and analysis commence with quantitative data being collected followed by qualitative data.

 The initial phase of data collection will be qualitative in nature followed by quantitative data collection and concluded with the integration of data from the two strands (Berman 2017). This research design will enable the study to broadly explore and understand the gender dynamics on household food security in climate change-induced disasters so that relationships between qualitative and quantitative data can be confirmed (Creswell & Plano Clark, 2011). The design will allow for elaboration, corroboration, complementary, and contradiction of the findings to be unpacked (Hesse-Biber & Johnson 2015). A mixed methods research design will be applied as more than one position can be taken (Saunders et al., 2009) in unpacking the dynamics of food security and climate change-related disasters. The use of the mixed methods design will enable the researcher to show multi-dimensional insights into the issues faced by

The researcher selected the interpretivism paradigm to generate the qualitative research because primary data produced through interpretivism studies have a high level of validity (Collins, 2018). Interpretivism emphasizes in-depth variables and elements, context-related, and distinguishes people from physical phenomena by assuming that people cannot be studied in the same way that physical phenomena can be (Pius 2020According to Chen et al. (2007), the interpretive methodology calls for understanding social phenomena via the participants' eyes rather than the researcher's. Interpretivism uses the inductive technique because interpretivists have a tendency to view theory as arising from data collection rather than as the driving force of research (Grix, 2004). The researcher adopted this philosophy because it is consistent with the qualitative methods employed in this research. This paradigm was chosen because it considers all cross-cultural differences in organizations, moral quandaries, leadership, and an analysis of factors impacting leadership since they can be thoroughly explored (Husan, 2019).

RESEARCH APPROACH

Kothari, (2004) posits that there are two basic approaches to research and these are qualitative and quantitative research. According to Dawson (2007), qualitative approach is the investigation of qualitative information like content information from interview transcripts and it focuses on

subjective and value-laden analysis of attitudes, opinions, and behaviour. Qualitative analysis is intensely dependent on the researcher's explanatory and integration abilities and personal knowledge of the social setting where information is collected (Bhattacherjee, 2012) and it focuses on building more information around the area of study, which is the major focus of this study.

Due to its multi-method focus and interpretive, naturalistic approach to its subject matter, the qualitative technique is preferred in this study above the quantitative approach (Denzin and Lincoln, 2005). Qualitative research excels in describing in-depth textual descriptions how people actually feel about a particular study question. The term "approach" refers to a variety of data gathering and analytic methods that make use of open-ended, semi-structured, and purposive sampling (Dudwick et al., 2006). According to Cresswell (2009), it is an efficient model that takes place in a natural environment and allows the researcher to gain a high degree of information from direct participation in the events.

Qualitative research does not include statistical analysis and empirical calculation rather it focuses on describing and interpreting issues or phenomena systematically from the point of view of the individual or population being studied and generates new concepts and theories. The approach is inductive in nature and it generates statistics through the use of representative samples and instruments such indepth interviews, focus groups and observations (Dawson, 2007).

3.2.1   Inductive research approach

The researcher adopted an inductive methodology which reveals the unfamiliar via the application of theory thus according to Bradford (2017). The researcher opted for the deductive methodology due to the need to apply grounded theory to obtain as much information as feasible for the present study. Jaana (2018) posits that the inductive technique helps the researcher gain a deeper knowledge of the research study. The inductive research approach forced the researcher to develop hypotheses and theories to elucidate empirical observations about what was occurring in terms of the impact of mental health on job satisfaction and worker performance.

3.3 RESEARCH DESIGN

A research design is a strategy for answering research questions using empirical data (McCombes, 2021). It is referred to as a masterplan, blueprint, and a sequence of research tasks and activities

and it defines the conceptual structure within which research is conducted (Greener, 2008). A good research design should be objective, reliable, valid, and generalizable and have adequate information (Pandey & Pandey, 2015; Kothari, 2004). Qualitative research designs are less strictly defined. In this research, the exploratory research design was employed to gain insight into the variables under study. Exploratory research design focuses on collecting either secondary or primary data using an unstructured format or informal procedures to interpret them.

A research design is a method the researcher used to set the direction of the study (Borg & Gall, 2013). Creswell (2014) claims that either quantitative, qualitative or a combination of both methods are used to direct the research. The what, when, where, how much, and how are determined by the research design. The research study's blueprint is another name for it (Kothari, 2004). According to Kothari (2004), there are several types of research designs, including experimental, cross-sectional, descriptive, and exploratory. According to Sileyew (2019), a research design is an appropriate framework for a study with an emphasis on the outcome. Research approaches and the research design go hand in hand. This study was conducted using a cross-sectional research design with a quantitative approach

Exploratory research design which involves many qualitative data collection techniques such as in-depth interviews, focus groups, and projective techniques, (Rodgers, 2020). The researcher employed the exploratory study methodology to have a better understanding of how mental health affects employee well-being job satisfaction and performance. In exploratory research, either an unstructured formal or informal technique is used to analyse both secondary and primary data (Payne, 2022). Out of the three research methodologies, exploratory research designs contain the least level of scientific rigor and procedure. Some examples of exploratory research designs include in-depth interviews and focus groups (Rodgers 2020).

3.3.1   Time horizon

Time horizons are needed for the research design that is independent of the research methodology used (Saunders 2007). According to Chat (2016), there are two types of time horizons namely cross-sectional and longitudinal. Longitudinal time horizons are used when the researcher wants

to collect data at more than one point in time whilst cross-sectional time horizons can be adopted when data want to be gathered once off, either within a period of days, weeks, or months (Johnson, 2019). In the study, the researcher produced data using the cross-sectional time horizon which collects information required for research over a single moment in time.

3.4 DATA SOURCES

To gather in-depth knowledge on the impact of mental health on job satisfaction and worker performance, the researcher examined both primary and secondary data. Even though both types of data collection were employed by the researcher, primary data is the most favorable since it is original and more reliable since it is first-hand information. Secondary data supports the primary data since it is simply the analysis and interpretation of the primary data (Cresswell, 2019).

Primary data sources

The primary data for the study will be obtained from the research participants, which include available employees within the SMEs in the energy industry in Zimbabwe. A pilot survey will be conducted with the managers in areas to find out the general information on "The Impact of mental health on job satisfaction and worker performance in the SMEs in the energy industry in Zimbabwe" before the actual survey. When collecting primary data, the study will capture information on demographic characteristics such as age, gender, number of years spent working in the SMEs, academic qualifications, and other related factors. In the process, the study will ensure that collected data will be gender disaggregated.

Secondary data

This data will be collected from reports, journals, books, articles and documents, and anything else that will assist in developing a better analysis and supporting this study.

3.5 POPULATION

Any type of research is built on objectives that directly or indirectly clarify the subjects of study, according to Shukla (2020). The objectives specify which group will be applied to by the research's findings or for which group the findings can be generalized. According to Shukla (2020), the population or universe is a collection of all units with the variable qualities under study, to which the research's conclusions should be applied.. The study targeted employees within the SMEs in the energy industry in Zimbabwe. To allow the researcher to focus on collecting all the data required for generating reliable and valid information regarding mental health job satisfaction and worker performance, the target group was maintained small and manageable.

3.6 SAMPLING

It is not necessary to collect data from everyone in a community to get valid findings, a sample can represent the whole population. In qualitative research, only a sample of a population is selected for any given study and the study's research objectives and the characteristics of the study population determine which and how many people to select. In carrying out the sampling process there are key assumptions that make it a reasonable process and these include the homogeneity of subjects, the possibility of representative selection, and significant accuracy (Pandey & Pandey, 2015). Sampling techniques in qualitative research include purposive sampling, quota sampling, convenience sampling, and snowball sampling techniques. In this research, convenience sampling was employed which is a non-probability sampling technique that allows the researcher to select a sample that is immediately available (Walliman, 2011).

3.6.1   Sampling Procedure

According to Greener (2008), sampling procedures fall into two categories which are probability and non-probability. Probability sampling includes selecting a sample using random selection whilst non-probability sampling involves non-random selection. Non-probability sampling does not necessarily give each unit an equal chance of being selected and may include methods such as quota, judgmental or purposive, and convenience sampling methods. The researcher employed

non-probability sampling since it provides a convenient way for researchers to assemble a sample with little expense (Babbie, 2008). Since the researcher could not obtain a list of all the employees of SMEs in the energy industry in Harare, the researcher was limited to employing the non-probability sampling technique and adopted convenience sampling.

Convenience Sampling: Sometimes called accidental sampling, convenience sampling is a non-probability sampling technique that allows the researcher to select a sample in an ad hoc manner based on accessibility or proximity to the researcher (Bornstein et al, 2013). Nikolopoulou (2022) describes convenience sampling as a non-probability sampling technique in which units are chosen for inclusion in the sample because they are the most accessible to the researcher, either because of their proximity to the research site, their availability at a particular time, or their willingness to participate in the study. The sampling technique is important in situations where time and resources are a limitation such that the researcher engages participants who are readily accessible to him (Dawson, 2007). Even though convenience sampling lacks generalisability, it is cheap, efficient, and simple to implement (Jager et al 2017). A study by Kothari (2004) reports that convenience sampling can be reliable in cases where the researcher has no bias in the selection of the sample. In this study, all samples were selected based on their availability for the study, and no other factors were considered to discriminate against any of the potential subjects.

3.5.1 Sample size

Selecting the whole population in a community does not guarantee the validity of the research but the researcher must ensure that a correct sample size is selected. The sample size, according to Shetty (2023), should be sufficient to adequately characterize the phenomenon of interest and answer the current research question, but a large sample also runs the risk of having repeating data.. The researcher selected a sample based on the convenience sampling technique and 37 employees in the industry participated.

3.7 DATA COLLECTION TOOLS

Qualitative data collection tools include interviews, surveys and questionnaires, focus groups, and observations. In this study, the researcher used in-depth interviews to collect data.

Data collection

The researcher will record the interviews with the participants and transcribe them after the interviews. Responses from qualitative research will be categorized into themes. Data collection will be done both in person and virtually concerning workplace rules and restrictions. The study will have 2 focus group discussions with 4-6 people. Focus group discussions will ensure that triangulation of information collected can take place and the discussions will be around the impact of mental health on job satisfaction and worker performance in the SMEs in the energy industry in Zimbabwe. Key informant interviews will be held in person as well as virtually depending on the availability of resources. The focus group discussion participants will comprise top managers. Key informant interviews will be conducted with four line managers and five workers. Research instrument refers to measurement tools that can be used to collect data from the sampled population (Creswell & Creswell, 2018). The information gathered was primarily primary data. Primary data is data that is collected for the first time (Creswell & Creswell, 2018). Questionnaires, interviews, scales, and checklists, among others, are examples of research instruments that can be used to collect data from the sampled population (Creswell & Creswell, 2018).

3.7.1   In-depth interviews

The researcher chose in-depth interviews for data gathering since they provide much more detailed information than what is available through other data collection methods such as surveys, (Market Research, 2021). According to Rutledge (2020), even though in-depth interviews are prone to bias, costly, and can be time-intensive, an advantage of using in-depth interviews is that they provide much more detailed information than what is available through other data collection methods such as surveys as they give the researcher a chance to probe the respondent for more clarity. This will help the researcher is gathering information that will be useful when put into practice by organizations experiencing disruptions in productivity due to mental health cases.

In-depth interviews according to Market Research, (2021) can establish rapport with participants to make them feel more comfortable which can generate more insightful responses, especially regarding sensitive topics. This is an advantage to the researcher since mental health cases are sensitive and most people are not ready to disclose their health, especially to a stranger. With one-

on-one interviews, interviewers have the advantage of asking follow-up questions whilst observing the behavior of the respondent and change in tone or choice of words.

3.8 DATA PRESENTATION AND ANALYSIS

Thematic content analysis will be used to analyse the qualitative data collected from the interviews carried out in the study and will follow the following steps transcription, checking and editing, analysis, interpretation, and verification The content analysis was used to analyse the data from interviews because it is easily replicable, provides a discrete way to analyse interactions and uses a variety of data types, including speeches, conversations, and text. Even though it is a time-consuming process, it is high in reliability because it uses systematic procedures that can be replicated, which helps researchers understand a person's intentions as well as their psychological and emotional state (Barkley 2021).

3.9 ETHICAL CONSIDERATIONS

The researcher will pay attention to their ethical conduct with the participants of the study. A level of professionalism shall be exercised throughout the interaction with research participants. According to Bhandari (2021), Ethical considerations in research are a set of principles that guide your research designs and practices and researchers should adhere to a certain code of conduct when collecting data from people. In the same manner, according to David (2015), ethical consideration refers to an accumulation of values and principles that address questions of what is good or bad in human affairs. Ethics searches for reasons for acting or refraining from acting; for approving or not approving conduct; for believing or denying something about virtuous or vicious conduct or good or evil rules. Ethical considerations aim to protect the rights of research participants, increase trust between the researcher and the respondents, promote social and moral values, and aid to construct public upkeep for research (Wagle, 2020).

The researcher will observe informed consent will all participants as this forms the basis of ethical research. Participants will be fully informed about the study, its objectives as well as how the results will be published. The possible implications of their participation will also be discussed so that they can make informed decisions. Additionally, at any point in the study, participants will be allowed to withdraw should they feel uncomfortable taking part in the research. Confidentiality

with all the information provided by the research participants will be observed and they shall remain anonymous throughout the study. The researcher will also ensure that no harm is experienced emotionally or physically by any of the participants. Ethical considerations include confidentiality, anonymity, voluntary participation, informed consent, and access further explained below:

- **Approval letter**: Clearance, approval, and permission for the study were received from the research committee of postgraduate studies at Great Zimbabwe University.
- **Informed consent:** All study participants were given an explanation of the study's aims and objectives, and they had the opportunity to ask any questions they had. It was granted with written informed permission.
- **Principle of fair treatment/justice**: According to Adams (2013), the moral duty to act in accordance with just judgment connected to equality, entitlement, and fairness is referred to as the notion of fair treatment/justice. This study's selection of respondents was fair and conducted in accordance with the eligibility requirements based on the research design. Participation in this study was not compensated financially, and there was no payment or penalty for not participating. Potential participants were told about the intended study by the researcher and given the option to willingly participate or not. They were told that they might leave the study at any time without incurring any fees.

3.9.1   Confidentiality

This refers to ensuring that the information that the respondent gives is kept secret from other people except for the research team (Wagle, 2020). Confidentiality exists to protect the participant's image from potential harm if the information is disclosed and since this study holds an element of mental health disorders that is subject to stigma and discrimination, it is critical to uphold confidentiality ethics and remain bound by that promise. In this research, all responses were strictly presented in their consolidated form to ensure no one can relate the results to any participant whatsoever.

3.9.2   Anonymity

Providing anonymity of information collected from research respondents meant that either the study did not collect identifying information of individual subjects (e.g., name, address, email address, etc.), or the study could not link individual responses with respondents' identities (Adams, 2013). Anonymity refers to the right of an individual to decide what activities they will or will not

participate in. In order to prevent the participants' identities from being linked to the results, respondents must maintain their anonymity by withholding their real names and any other personal information (Wagle, 2020). The questionnaire does not allow for participant name identification, so in the interview, respondents were advised not to state their names or the names of their organizations on the questionnaire to uphold anonymity. Therefore, autonomy during the study was ensured. No name of the respondents was used for the completion of the research study.

According to Adams (2013), autonomy is the right of an individual to choose which activities they will or won't engage in. Full autonomy implies that people must be able to comprehend what is being asked of them, make an informed assessment of how their participation will affect them, and decide for themselves whether or not to engage without being subjected to coercion. The informed consent procedure, in which a potential research participant was given complete transparency regarding the nature of the study and asked to sign the consent, served as the foundation for respecting autonomy in this study. By answering the questionnaire, respondents did not run any risks; rather, benefits and alternatives were presented, and respondents had the chance to ask questions before deciding whether or not to participate.   In this study, the respondents were over 18 and in good health because it is assumed that persons with cognitive impairment have limited autonomy. This provided the extra protection that the law demanded for their autonomy.

Voluntary Participation

Research subjects must be free to choose to participate freely and not under duress and can withdraw from the study at any point if they choose to without feeling an obligation to continue (Bhandari, 2021). It was in the researcher's best interest for all targeted participants to respond without prejudice and was aware of the moral requirement that participants are not supposed to be forced to do so. All participants participated voluntarily and were aware of the ethical considerations guiding this research including their right to withdraw at any point during the research.

3.9.3   Informed Consent

Participants must be thoroughly aware of the tasks they will be required to do, how the data will be utilized, and any potential consequences, according to Denzin and Lincoln (2011). Aspects

should include details about the researcher, the purpose of the study, the data that will be collected from participants, the level of commitment needed, and the methods for using and reporting the information. The procedure of gathering data should also include a clear description of each participant's role (Greener, 2008). The study ensured that all participants entered the study with the necessary knowledge.

3.9.4   Trustworthy of a study

Trustworthiness of a study refers to the degree of confidence in data, interpretation, and methods used to ensure the quality of a study (Pilot & Beck, 2014). In each study, researchers should establish the processes and procedures necessary for a study to be considered worthy of consideration by readers (Amankwaa, 2016). Although most experts agree trustworthiness is necessary, debates have been waged in the literature as to what constitutes trustworthiness (Leung, 2015). According to Lincoln and Guba (2015) criteria for trustworthiness include credibility, dependability, confirmability, and transferability as follows:

3.9.4.1 Credibility

Credibility focuses on the degree of assurance the qualitative researcher has over the veracity of the study's findings. According to Cook (2018), it is a gauge of how truthful qualitative research is, or how accurate and true its conclusions are.

3.9.4.2 Transferability

Transferability is how the researcher shows that the research study's conclusions apply to settings, populations, and phenomena of a comparable kind. Researchers utilized specific examples to demonstrate how the research study's conclusions may be applied to different situations (Emden 2020).

3.9.4.3 Conformability

Conformability is the level of objectivity in the research study's conclusions, and it happens when the conclusions are based on participant replies rather than any possible bias or the researcher's own goals.

Beneficence and non-maleficence: Beneficence refers to the investigator's duty to maximize benefits to respondents and/or society while lowering the danger of adverse effects for individuals (Adams, 2013). Respondents received assurances from the researcher that they would not experience any physical, psychological, financial, or emotional harm, and the researcher ensured ethical conduct throughout the study. An extensive risk/benefit analysis was conducted after an honest list of the dangers that may fairly be foreseen.. Non-maleficence made sure that what was being done was not harmful and that harm was not done by omitting care or treatment. All respondents were treated fairly and respectfully.

Security: Information protection procedures are referred to as security. It consists of administrative, technical, and physical security measures (TCPS2, 2010). The researcher partially upheld the confidentiality obligations by implementing and maintaining suitable security measures. This includes taking physical security measures, like locking up completed survey forms in a safe and keeping the computer with the study's data in the same room with password protection.

3.9.5   Quality of data control

The quality of data in this study was done by testing the reliability and validity of the questionnaire used.

3.10   SUMMARY

This chapter considered the research methodology adopted in this research. The research took a positivist philosophy which aligns well with quantitative research approaches. The study will use a mixed methods design which is sequential and exploratory so that there can be a deeper understanding of the issues under study. The researcher will observe ethics when engaging with the participant and especially ensure that physical distancing is observed when discussions are being conducted. Issues to do with voluntary participation, access to information, confidentiality, and anonymity were considered the key ethical considerations.

CHAPTER FOUR:

DATA PRESENTATION AND DISCUSSION

4.0 INTRODUCTION

This previous chapter covered the research design, research methodologies, and philosophy which was formed to identify the impact of mental health on job satisfaction and work performance. Data collection employed was in-depth interviews and open-ended questionnaires. This chapter will cover the data analysis and presentation of results gathered during research.

4.1 RESPONSE RATE

Using the convenience sampling technique, 37 respondents from SMEs in the energy industry in Zimbabwe participated in the research. The response rate from interviews was 74%, some of the employees who were supposed to be interviewed were either not present or busy. The results that were given show that a high response rate was attained and was achieved by making follow-ups. Marshall and Rossman (2006) noted that a high response rate raises the dependability of the subject of the investigation.

Table 1: Response Rate

Instrument Administered	Sample Size	Sample Interviewed	Not Interviewed	Response Rate
Interviews	50	37	13	74%

Figure 4.1: Analysis of interview Response Rate

Chart Title
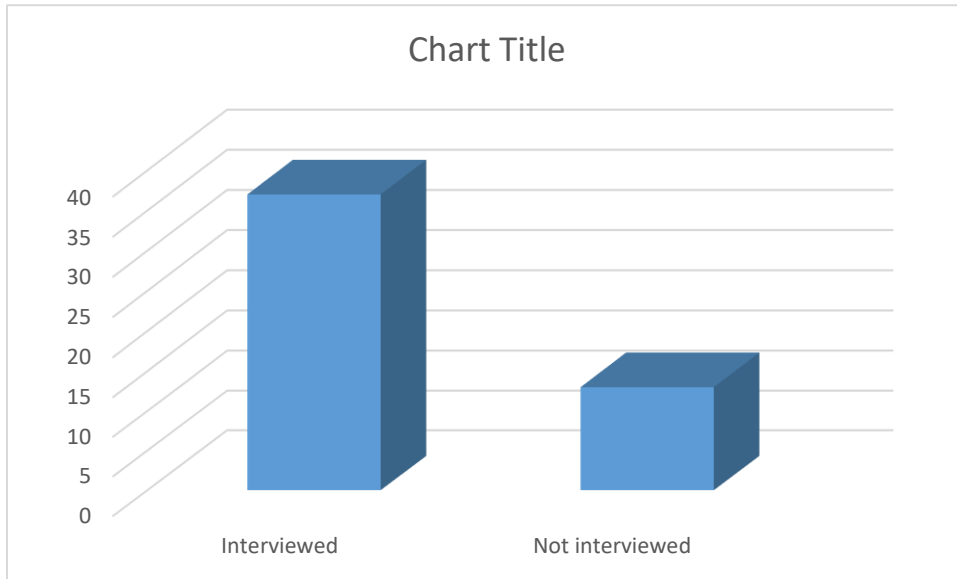
Source: Primary Data (2023)

4.2 GENDER OF THE RESPONDENTS

To ensure that each gender is fairly represented, both male and female employees in SMEs engaged in the energy industry in Zimbabwe were considered. Examining how much mental health impact on job satisfaction and work performance basing on gender. The statistics are summarised in Figure 3 below.

Figure 4.2.: Gender Analysis

In the current study, it appears that the industry has more males to females employed in the energy industry in Zimbabwe. 60% of the sample was male whilst 40% was female. Results will be shown in Figure 4.2 below. The researcher considered the element of gender to determine how much mental health affects females and males at work.
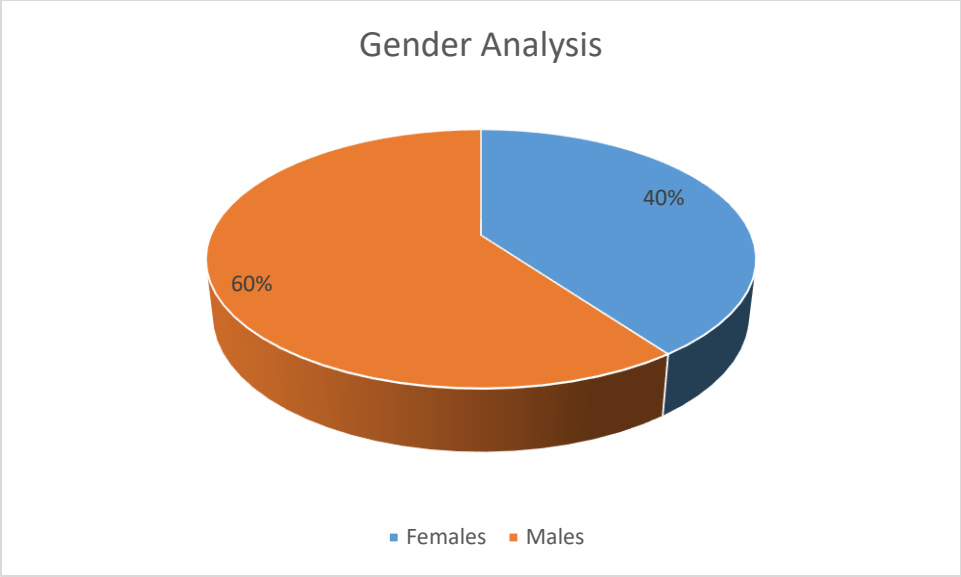
Figure 4.2: Gender analysis of the interviewees

Source: Primary data (2023)

4.3 AGE OF THE RESPONDENTS

The selected participants in this study have different ages and they were asked to indicate their age range. The summary statistics for the age of the respondents are presented Table 4.

Table 2: **Age of Respondents**

Age	Frequency	Percent
18-29	12	32%
30-39	7	19%
40-49	15	41%
50 and above	3	8%
Total	**37**	**100%**

According to Table 2, most workers in SMEs in the energy industry in Zimbabwe were between the ages of 18-29 and 40-49. A balanced set of results will be obtained because almost all age groups are represented.

4.4 EDUCATIONAL QUALIFICATIONS OF EMPLOYEES

Qualifications of employees is important when examining the extent to which mental health affects job satisfaction and work performance of employees with various intellectual abilities. Figure 4.4 illustrates the educational qualifications of employees.

Figure 4.4.: Analysis of educational and professional qualifications
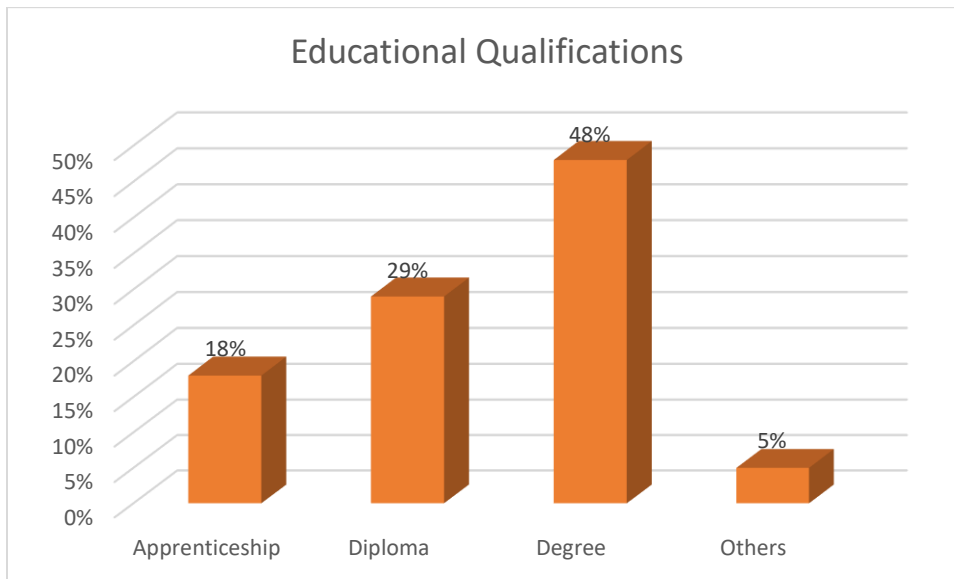
Source: Primary Data (2023)

The findings of figure 4.4 show that degree-holders made up the bulk of workers in SMEs in the energy industry in Zimbabwe. Employees who are degreed takes 48%, diplomas 29%, apprenticeship 18% and those who had other qualifications were only 5% of the selected sample. In this study, every significant educational background is included.

4.5 EMPLOYMENT DURATION

The number of years spent working for the current employer was considered. The chosen employees have saved in SMEs in Zimbabwe's energy industry for several years. An overview of the respondents' employment history may be found in Figure 4.

Figure 2.5: Employment Duration
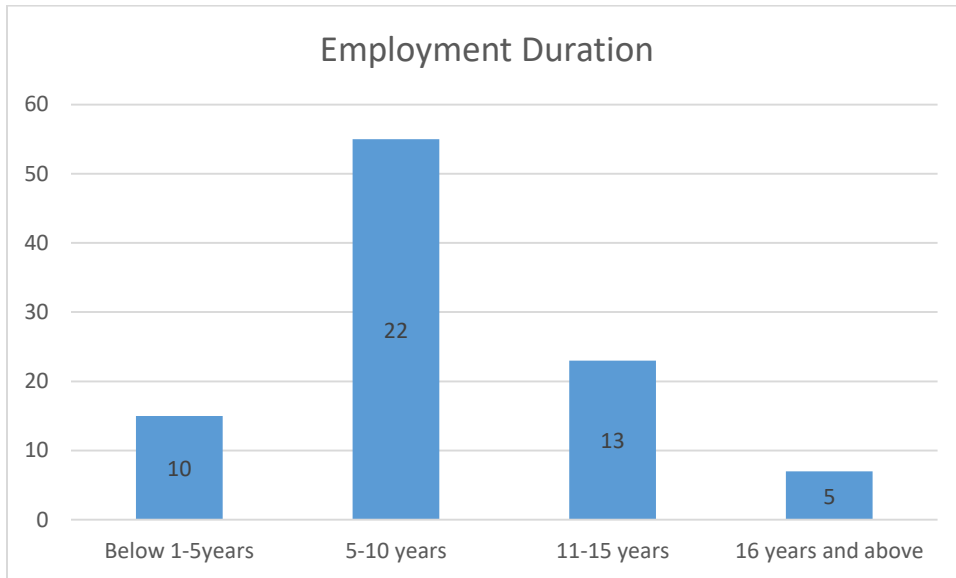
According to Figure 4, a sizable portion of the employees had been employed with the company for between five and ten years. From the 50 sample size, ten employees had less than five years of work experience, 22 had between five and ten years, 13 had between ten and fifteen years, and three had more than sixteen years of work experience in the organization. The majority of those who were interviewed had 5-10 to years of professional experience.

4.6 MARITAL STATUS OF THE RESPONDENTS

The study considers employees with different statuses. Table 6 summarizes the marital status of the respondents.

Figure 4.6: Marital Status of Respondents
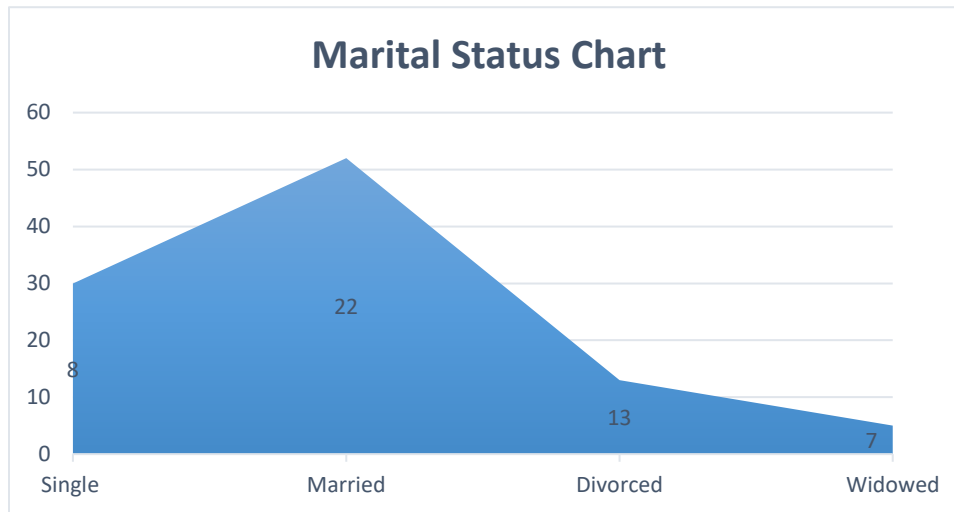
Figure 4.6 shows that married and divorced employees made up the bulk of the respondents and a small number of employees are either single or widowed.

4.7 Section B: Thematic Results

The Researcher presented five major themes according to the current findings. Major themes were:

- The influence of mental health on job satisfaction.
- The influence of mental health on work performance.
- The impact of job satisfaction on performance.
- Factors that emanate from mental health that affect job satisfaction and performance
- Factors that influence mental health at work.

4.8 Theme 1: Awareness of mental health resources

The researcher wanted to find out if employees were aware of the mental health resources and services that were available in their current employment and responses gathered were as follows:-

4.8.1 Sub theme 1: **What mental health resources and services are available to you in your current employment?**

The researcher wanted to identify if the respondents were aware of the mental health resources and services available within their organisation. The majority of the respondents said that they were not aware if their organisation provided mental health related services. The remarks from some of the respondents are listed below:

Isheanesu, 23 Years 4 Years within the industry, *"I am not aware of any mental health services in our organisation, such information has not been shared with us so we don't know if there might be any resources around."*

Trish, 45 Years 10 years working experience, *"When we joined the organisation we didn't discuss on such issues but recently the new management discuss with us on our meetings, so I think services will be provided for us soon,"*

Shumba, 35 Years, 15 years working experience, *"No assessments or counselling services are available in our organisation, we have to seek for services around the community or help ourselves silently. We feel that our supervisors should be able to provide services close by so that we can find help quickly.*

Tatenda, 32 years old, 6 years' experience, "*We engage in Wellness Days twice a year and Sports festivals in our organisation.*"

From the above responses it shows that most SMEs do not have mental health services which shows that they do not cater for their employees' wellbeing.

4.8.2 Sub theme 2: What do you think must be done for the current mental health system to meet your individual and family needs?

The study shows that work –life balance is not achievable within SMEs since they do not provide their employees with flexible working hours. Furthermore most employees thought that is was important for their organisations to provide mental health services within the workplace.

Ruzvidzo, 42 years, 13 years working experience *"I think our organisation should provide us with flexible working hours so that we can have time with our families and also time to rest, we are*

going through hard times and we have to work more than 8 hours a day to meet our targets and sometimes we operate during the night"

Tapiwa 33 years old, "We work even during the weekends and public holidays, our company should give us time to rest."

Mhizha, 51 Years 18 Years within the industry, "Currently our organisation does not have any mental health systems in place, but I think they should start initiating on mental health system around here such as counselling services, most of us are not well psychologically due to mostly the economic hardships and we need systems that can allow us to get help as we work."

Munetsi 29 years, 11 years' experience, "I think it will be helpful to us if we can have even one day per month were we can sit and talk about mental health issues, most of us cannot talk about our problems since we are not sure how we will be treated at work, but if we talk about these things we can find help through discussions"

Responses from the participants' shows that flexible working hours are ideal for them so that they can have time to rest and attend to their families and other social events such as church services.

4.8.3 Sub theme 3: What policies exist in your organisation to support mental health and how do each policy support mental health?

From the research study, most of the respondents within the SMEs said that their organisation did not have mental health policies in place as follows;

Respondent 21 remarked, "*There are no mental health policies in our organisation, we just work and get paid and no one is concerned about our psychological wellbeing but since there are many people looking for jobs out there, we stick around*".

Participant 10 said*, "I have been working for this organization for 17years now but no policy on mental health has been adopted, some of the staff who I joined with left because they received no help when it was needed"*

Respondent 13 remarked, "We have a policy on non-discrimination and stigma in our organisation but I don't think we have an appreciation of it since possible tend to blacklist employees that have psychological problems.

Respondent 1 said, mental health is not something that is discussed in our company, so no policy have been put in place."

From the above responses, it concludes that most SMEs do not have policies that govern against employee wellbeing.

4.8.4 Sub theme 4: What can the organisation Start doing and Stop doing to better support your mental health?

The researcher wanted to identify the strategies that the SMEs would adopt to support employees mental health and strategies they had to stop doing to also support mental health.

Respondent 13 remarked, *"I think supervisors should be able to listen to us when we are having problems, some of us are even afraid to address our issues since our supervisors are not easy to talk to."*

Respondent 2 said, *"Our organisation should start practicing shift work to allow us time to rest and be with our families.*

Participant 12 *remarked, "Counselling services are important in an organisation, our management should provide us with a counselling department were we can go and get help privately."*

Participant 3 said, "*Our management should start to provide us with feedback and rewards regarding our performance so that we know what we are doing and how we can move forward.*"

Respondent 10 remarked, *"I think our company should practice equality to all of us, our remuneration packages are not the same yet we do the same job."*

From the responses given by most of the respondents, the need for counselling services, equality and rewards are amongst the factors that employees feel should be taken into consideration.

4.9 Theme: Influence of mental health on job satisfaction

This theme was intended to get more insight about the influence of mental health on job satisfaction.

4.9.1 Sub theme 1: How would you rate your stress levels at work?

Most participants responded that their jobs caused them more stress related problems, either from poor remuneration, role ambiguity and workload amongst other things.

Respondent 9 remarked, "*My job is too demanding yet there is no recognition for good work, I go home tired and have to start early the following day tired as well, I feel my work stresses me a lot.*"

Participant 6 said, "*As much as I want a job, sometimes I fill I'm better off hassling than spending my time here unhappy.*"

Participant 3 remarked, *"Life is hard now, we come to work with our problems and get even more problems here, salaries are not enough to sustain me and my family."*

Respondent 1 remarked, "*My job does not provide me with many opportunities, I'm doing the same things over and over again and that tiring.*" Eight participants shared the same thought as they related to stress as resulting from their current jobs.

The researcher found out that employees experience more stress at work than when they were outside of work.

4.9.2 What are some of the mental health systems in your organisation that make you satisfied with your job?

The study shows that mental health systems are present in most organizations which shows that management do not consider mental health as important in attaining organizational goals.

Respondent 6 remarked, "*We do not have any mental health systems in our organisation so far.*"

Participant 14 said, "*We do sports festivals at work, at least we have time to socialize with other employees from the community and share our experiences.*"

Participant 8 said, "*I have been in this organisation for quite a number of years but no mental health systems have been established.*"

Participant 2 said, "*We do wellness days in our organisation were we meet with service providers from other organisation and get access for free, I feel that it is a good intervention our organisation had adopted so far, you get to have your physic checked, others provide counselling services which we cannot afford to access outside of work since the services are expensive*"

The responses show that some SMEs do have mental health systems in place but others do not.

4.10   Theme 3: Influence of mental health on work performance

The responses below reveals that poor mental health has a negative influence on performance: Three participants had the following remarks:

Respondent 11 remarked, "*At times I experience depression due to the rise in costs of living and the remuneration I am getting from my job, I do not pay attention to my job since my thoughts are always occupied by some burning issues.*"

Respondent 33, *"I've been going through some family issues for quite some which has significantly affected my job, my supervisor gave me a warning some time back which I'm trying to work on but still it is difficult to focus when your mind is drifted."*

Participant 12 said, "*I cannot do all the work I'm supposed to with the little they pay us, I look after my siblings and it's too much for me. I have another job that I work during the night to be able to feed my family so my performance here is moderate.*"

Respondent 7 remarked, *"There is too much work around here and the workload is stressful that it takes away all your energy."*

Participant 32 said, *"I have been on anti-depressant medication for 3 years now, it is very difficult for me to pay attention to my duties all day.*

The responses show that mental health disrupts an individuals' performance greatly.

4.11   Impact of job satisfaction on performance

The objective of this theme was to understand the impact of job satisfaction on performance. Some respondents had this to say:

Respondent 2 said, *"I have no job security at my current organisation, our fixed term contracts have no guarantee of being renewed when they end so as much as I want to perform better I end up losing interest in my work."*

Respondent 16 remarked, *"I have been with this company for over 15 years but there is nothing to show for it, I am just here since there are no opportunities for us out there but to performing to the maximum is no longer ideal.*

Participant 6 said, *"This Company is not concerned about our wellbeing, even when you are sick they need you to perform and with extra hours that are not paid for, the zeal to work is no more."*

Respondent 4 remarked, *"Recognition for good performance is not done in this organisation, other companies rewards their employees for good work but here they don't, we don't have motivation whatsoever."*

The study shows that job satisfaction has a positive relationship with worker performance.

4.11.1 How do you feel working with your supervisor and how does this influence your job performance?

From the responses gathered, it seemed as if most participants were not happy with the relationship with their superiors. Responses gathered are as follows:

Respondent 15 remarked, *"My supervisor is always working outside the office, he only comes once in a while but does not have time to sit down with employees, there are so many issues that needs his attention but he does not attend to them."*

Participant 5 said, *"My supervisor is biased, he takes sides when we are having issues with our colleagues so I do not share with him anymore, if we have issues amongst ourselves, with leave them unresolved which has destroyed our working relationships greatly."*

Respondent 11 remarked, *"My supervisor is a good leader, he allows us to discuss with him on some burning issues in our meetings and it is really helpful."*

Participant 31 said, "Since the introduction of remote work due to COVID-19, we no longer interact with our supervisors since they give us instruction either virtually or meet with us once in about two months so our relationship has deteriorated."

From the above background, the researcher gathered that the relationship between supervisors and subordinates is poor.

4.11.2 How do you feel working for a Company and how do those feelings affect your performance?

The study shows that the majority of employees do not feel a sense of belongingness to their organisations.

Respondent 37 remarked, *"This is only a place to spend our time but looking elsewhere, as much as we put we try to commit ourselves, we are not recognized for good efforts."*

Participant 5 said, "*When I first joined this Company I was happy but with the decline in the economy this Company is no longer sustaining us, sometimes we go for two months without being paid yet we have families to feed at home."*

Respondent 15 remarked*, "It's not a bad Company, it's just that the economy is bad and salaries are being eroded every day."*

Participant 13 said*, "I don't feel like I'm part of this company, our views are not taken into consideration so we don't feel accommodated, we just have to work to earn a living that's all."*

Respondent 24 remarked*, "No good deeds are appreciated here, they take us for granted."*

The responses shows that management do not engage their employees or recognize them which makes them feel as a separate entity from the organisation.

4.12 SUMMARY

The chapter presented the findings on the impact of mental health on job satisfaction and worker performance in a qualitative manner with narratives in support of the themes. Chapter 5 will present the discussion regarding the research results, relating them to literature, theoretical and empirical reviews to address the research issues.

CHAPTER 5

DISCUSSION OF FINDINGS

5.0 INTRODUCTION

In the previous chapter the researcher discussed the findings of this study and found out that mental health has a great impact on job satisfaction and performance. Mental health cases has risen in Africa, specifically Zimbabwe and has affected production in many organisations since the human resource is the major asset to the means of production. This chapter will discuss on the findings that were gathered by the researcher in reference to the objectives of this research and the literature review.

5.1 The influence of mental health on job satisfaction.

From the above remarks, the study shows that mental health has a negative influence on job satisfaction. Job satisfaction is considered extremely low amongst people living with mental health who find it difficult to associate positively with their workmates or working environment. The findings are consistent with Rachman (2021) who argued that poor mental health has negative effects not only on job satisfaction but also on the safety and quality of services. The findings also relates to a study by Capone et al., (2022), who found out that a positive relationship between mental health and job satisfaction was found meaning as mental health improves, job satisfaction improves as well and vice versa. The findings are also consistent with Nyanga et-al (2012) who observed that emotional and psychosocial status of an employee significantly affects his/her job satisfaction.

The study further showed that workers become depressed because of working in unfriendly work environments. Depression is considered as a complex psychological condition with varied manifestations which include thought, feelings and behavior. Depression which workers experience directly and indirectly affect workers' positive attitude towards their work, supervisors and workmates. A study by Nyanga (2022) argues that the individual body is a complex biochemical machine which if disturbed will seize to function in a normal way (Weitz, 2013).

Work related stress results in problems such as anxiety and depression which disrupts employee wellbeing that leads to job dissatisfaction. In a related study, Makuch (2021) argues that mental health is an important indicator of employees' psychological status, which directly affects their perception of job satisfaction. From the findings gathered by the researcher, it shows that most people are not satisfied with their jobs because it does not provide them with the requisites that improves their wellbeing rather increasing their stress levels.

The relationship found by the researcher between mental health and job satisfaction is also consistent with Lu et al., (2022) who presented that occupational mental health has been shown to be significantly related to productivity and other desired organisational outcomes such as commitment and satisfaction. If an employee's psychological wellbeing is distracted, it affects job satisfaction entirely which results in absenteeism, poor performance, depression and anxiety. Research done by Capone (2022) shows that mental health disrupts a person's emotions, thoughts and behaviors which enables them to function effectively as a member of the society. Psychological wellbeing if distracted takes away a person's ability to perform as expected, to attend to family matters as well as to take proper care of oneself. Research done by Hogg et al., (2021) shows that depression and anxiety are the most prevalent mental health difficulties in the workplace, costing the global economy one trillion dollars each year.

5.2 The influence of mental health on work performance.

The study revealed that as mental health depreciates so as performance. The findings are consistent with a study by WHO (2022) which argues that poor mental health can also lead to burn-out amongst employees, seriously affecting their ability to contribute meaningfully in both their personal and professional lives. Shield, (2019) also found a relationship between mental health and performance, he posited that mental health issues can affect an employee's stamina making it difficult for them to meet deadlines, she further argues that someone with anxiety or depression may suffer from paranoia, the inability to take constructive criticism personally which results in doubting themselves and their work in the present and in future.

The study further establish that poor performance can be related largely to psychological distress and in relation to that, findings done by Boston University Centre for Psychiatric Rehabilitation, (2018) suggests that mental health disorders results in an inability to screen out environmental stimuli or an inability to concentrate, a person can experience difficulty in handling time pressure or multiple tasks. Work related stress such as burnout can cause a person to lose attention on tasks and make quite a number of mistakes. This is in accordance with a Gurchiek (2019) research that highlighted the fact that depression alone accounts for 200 million lost workdays annually and that workers who are dealing with mental health difficulties may experience a drop in aptitude, motivation, and therefore productivity.

From the findings, Employee performance is significantly influenced by psychological health. It will be challenging to focus all of an employee's attention on work when certain pressing concerns are occupying their thoughts and emotional wellness. These results are in line with the arguments made by Guest (2018) and Pfeffer (2019), who claimed that good health is important for business and that health and wellbeing affect both individual performance and overall organizational performance, as well as the other way around. The results are in line with those of Hennekam et al. (2020), who discovered that mental health issues might have a detrimental influence on one's self-perceived job performance by slowing down one's speed of work and increasing the risk of workplace accidents.

5.3 The impact of job satisfaction on performance.

The study established that if an employee is not satisfied with his/her job, commitment will decrease which results in a decline in performance. The findings are consistent with Rachman (2021) who argue that failure to improve employee performance in the organization is often constrained by employee satisfaction factors. In relation to Herzberg's theory of motivation, once the hygiene issues have been addressed, he said, "the motivators create satisfaction among employees" (Gordon, 2022). Therefore employees tend to be most satisfied with their jobs when what they have matches what they want and they perform better. The findings are consistent with Jalagat (2016) who observed that when an employee is satisfied, he/she will perform at his level best to achieve the organizational objectives. This study shows that there is a positive relationship between job satisfaction and performance. The findings also relates to Rachman (2021) who

argued that satisfied employees tends to extend more effort to job performance by working harder and better. According to Maslow's need theory, once a need is satisfied, it no longer becomes a need and dissatisfaction arises so it is critical that every organization creates a satisfied work force to operate the well- being of the organization.

Job satisfaction plays a major role in fostering employee motivation and commitment. Since the human resource is an important factor in the attainment of organisational goals, managers should find ways of satisfying the ever arising needs of employees to reach organisational goals and once this is not addressed, then dissatisfaction will affect employee and organisational performance negatively. These results are in line with a research by Kyriakopoulos, (2022), who contends that job happiness is essential to recruiting top talent and improving corporate performance.

Variables that emanate from mental health that affect job satisfaction and performance

The study revealed that work related stress results to depression which affects job satisfaction and performance. Most employees suffering from depression have difficult paying attention to their job expectations which leads to an increase in absenteeism and lost productivity. These findings are consistent with a study by WHO (2022) which reports that depression can result in absenteeism, lost productivity, missed deadlines, irritability, low self -esteem and increased substance abuse (WHO, 2022). Another related study by Mental Health America shows that depression ranks among the top three problems in the workplace for employee assistance professionals (Lindberg, 2021).

The study also established that women are more vulnerable to work related stress such as anxiety. These findings are consistent with WHO (2021) who reported that women are twice as likely as men to suffer from an anxiety disorder. Anxiety disorders are as a result of excess work demands and work related pressure if they are not treated early can result in disorders such as Schizophrenia which takes away the ability of an individual to function normally. The findings are consistent with WHO (2021) who argues that most stressful type of work is that which values excessive demands and pressures that are not matched to workers' knowledge and abilities, where there is

little opportunity to exercise any choice or control, and where there is little support from other subordinates.

5.4 Factors that influence mental health at work.

The researcher established that factors such as workload, work-life balance, stigma and discrimination, role ambiguity, leadership as well as job security are some of the factors that affects mental health at work. This is consistent with Arthur, (2022) who proposed factors that affect mental health at work which include safe working conditions, work-life balance, job insecurity, recognition and rewards and stigma and discrimination. The findings are related to ILO's argument from 2022 that the informal sector is particularly vulnerable to environmental dangers and insufficient safety and health regulations, which is a key factor in the rise of poor mental health at work.

A study by LaMontagne et al., 2007 argues that although it is generally believed that factors outside of the workplace are the cause of mental illness, an unhealthy work environment can significantly increase stress and contribute to the onset of mental illness. The researcher also found out that most SMEs do not provide their employees with decent work which is another contributor to mental health related issues. These findings are consistent with WHO (2022) who argue that decent working conditions can contribute to recovery for people that are trapped in mental health disorders as well as improving confidence and social functioning.

The researcher found out that that is a positive impact on mental health, job satisfaction and worker performance and various scholars as cited above also found the relationship. However some scholars argue that even though poor mental health affects job satisfaction and performance, there are workplace factors besides mental health that heavily impacts on job satisfaction and worker performance. This is consistent with Maslow's needs theory which establishes that once a need is satisfied then it no longer becomes a need and dissatisfaction arises.

5.5 SUMMARY

This chapter discussed on the overall analysis of the research results, relating them to the body of literature, and providing theoretical and empirical reviews that addressed the research issues. Each objective of the research study on the causes of employee engagement, with an emphasis on the

impact of mental health on job satisfaction and worker performance. Chapter 6 will present the summary, conclusion and recommendations.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 INTRODUCTION

In the previous chapter the researcher discussed the findings of this study and found out that mental health has a great impact on job satisfaction and performance. The researcher adopted in-depth interviews to gather data and presented results using content analysis. This chapter will present the summary, conclusion and recommendations.

6.1 SUMMARY OF RESEARCH FINDINGS

In achieving the goal of this research, the study was conducted guided by the interpretivist and a qualitative approach. Chapter one provided the background to the research problem setting out research objectives. A review of literature was done in Chapter two, and it was noted that related studies on the impact of mental health on job satisfaction and worker performance were Eurocentric but limited in Africa or Zimbabwe. These created the research gap on which the researcher researched on. In Chapter three, the research methodology was provided to guide the data gathering process. This was followed by Chapter four, which presented findings of the research study.

The findings highlighted that there is a positive relationship between mental health, and job satisfaction with SMEs in the Energy Industry in Zimbabwe. A decline in mental health results in a decline in job satisfaction and vice versa. Most of these organisations do not comply with ILO requirements that govern the working conditions of employees which cause a great risks of most mental disorders arising. The emergence of poor mental health is a major contributor to job satisfaction. Employees play a major role in the attainment of organisational goals so their mental health is important to foster commitment.

In addition, the study also examined the relationship between mental health and performance and found that there is a positive relationship. If an employee is under work related stress, the ability to perform as expected declines. Employee wellbeing is a major contributor to the overall performance of the employee as well as organisational performance. The results show that the mental health of an employee should be safely guarded to reduce the likelihood or a decrease in performance which affects the organisation as a whole.

Furthermore, the researcher found out that work demands, poor working conditions, work-life balance, job insecurity, supervision and autonomy are amongst the major contributors to mental health issues at the workplace. Such factors demotivates and psychologically affects employees. A psychologically affected employee finds it difficult to perform to their maximum capacity since their minds who have drifted due to burning issues.

Work-related stress, depression and anxiety are amongst some of the mental health disorders that affect most people in the workplace. The researcher also discovered that women are more vulnerable to mental health compared to men. These factors contribute to absenteeism, staff turnover, substance abuse, job dissatisfaction and poor performance.

6.2 CONCLUSION

From the above findings, the following conclusions are made.

The study concluded that mental health has an impact on job satisfaction and worker performance. Good mental health increases job satisfaction and performance and poor mental health results in a decline in job satisfaction and performance. Having an unhealthy state of mind takes away the ability of an individual to appreciate their job which in turn leads to lack of motivation, commitment and poor performance. Poor mental health distracts an individual from seeing things positively which affects job satisfaction and work performance.

The study also concluded that most SMEs in the energy industry do not attend to their employees' mental health rather they expose their employees to variables that affect mental health. No mental health systems are put in place to improve employees' wellbeing which leads to job dissatisfaction and poor performance. Even though employees are the most important resource in organisations, within the SMEs they are not treated as such rather it is only an exchange for manpower to unsustainable remuneration.

Furthermore, the study concluded that stigma and discrimination within the workplaces makes people keep silent if they are suffering from mental health related disorders from fear of victimization. Companies do not provide awareness regarding mental health so it remains an issue that is not discussed in public for lack of knowledge.

From the comparison to various studies, it is clear that mental health has a strong impact on job satisfaction and performance. Mental health governs how an individual relates to work and the world around him and if it is not safely guarded, it can take away the ability of an individual to be part of society. People suffering from mental health related disorders such and work related stress, depression and anxiety tends to isolate themselves from other people which destroys team work in the organisation. Mental health is not safely guarded can destroy an individual's ability to concentrate on tasks.

6.3 RECOMMENDATIONS

6.3.1   Management should put in place mental health systems that accommodates their employees to decrease the likehood of severe mental health cases within the workplace. Having mental health systems will reduce stigma and discrimination so as helping those affected to seek for help without fear of victimization.

6.3.2 All SMEs should be registered and should comply with ILO regulations so that if they do not comply they can be penalized. It is of paramount importance that all organisations provide safe and healthy working conditions that include working hours as well as physical and psychologically healthy conditions. Mental health cases have risen due to the poor living conditions in Zimbabwe therefore companies should be urged to provide better working conditions that will not add to the numbers of people who are facing mental health issues.

6.3.3 Employees are urged to seek for treatment when they feel they are psychologically unfit. Early treatment is important since severe mental health cases can take a long time to be treated whilst other cases will no longer be eradicated rather a lifetime illness.

6.3.4 Management must cultivate an open workplace environment with a two way communication in which employees are free to discuss with their supervisors and receive feedback. Barriers to communications aid in the emergence of work related stress and anxiety.

6.3.5 Managers should foster in promoting a healthy work-life balance so as to improve employee physical and psychological wellbeing.

6.4 CONTRIBUTION OF THE STUDY

This research has added to the body of literature in Africa especially Zimbabwe since most studies done previously was limited in that they were Eurocentric. This is especially important given the fact that mental health cases in Zimbabwe had increased drastically since the emergence of COVID-19 in 2020. Companies have lost productivity due to a decline in job satisfaction and performance stemming from mental health cases. As much as companies are trying, the hyperinflationary economy in Zimbabwe has been challenge.

The study has contributed to the awareness of mental health in the working place, looking at policies and systems that can be put in place to reduce the likelihood of a rise in related cases. This will help companies that do not consider helping their employees to become aware of issues that might be affect their productivity and correct them.

Therefore, as mental health cases are on the rise in Zimbabwe which has led to many suicide cases being reported every day, recommendations for additional research on the impact of mental health on job satisfaction and worker performance should continue to be studied in order to find remedies to the cause and reduce dissatisfaction and poor performance.

6.5 SUMMARY

This chapter focused on the conclusions, recommendations and contributions of the study. Overall, it was noted that mental health plays an important role on job satisfaction and worker performance. The researcher recommended on the need for organisations to be aware and to promote mental health at the workplace and lastly for need to further study on the impact of mental health in Zimbabwe since related cases are on the rise.

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APENDIX 1: INTERVIEW GUIDE

TOPIC: The impact of mental health on Job satisfaction and worker performance in the SMEs within the Energy Industry in Zimbabwe

INTERVIEW QUESTIONS FOR ACADEMIC RESEARCH

Target Group: SMEs in the Energy Industry in Harare

The interview guide below is part of the Master of Science in Human Resources Management at Great Zimbabwe University. A study that seeks to find the impact of mental health on Job satisfaction and worker performance.

Contact Details

Evelyn Katsande

263774 047 434

IMPORTANT DEFINITION

Mental Health: A state of wellbeing in which every individual realizes his or her own potential can cope with the normal stresses of life can work productively and fruitfully and is able to make a contribution to her or his community (WHO)

INVITATION TO PARTICIPATE IN AN ACADEMIC RESEARCH STUDY

Dear Respondent

You are invited to take part in a research study that forms part of research conducted for a Master of Science in Human Resources Management at Great Zimbabwe University. Please take some

time to read the information presented here, which will explain the details of this study. Please ask the researcher or the supervisor any questions about any part of this study that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you might be involved. Also, your participation is entirely voluntary and you are free to say no to participate. You are also free to withdraw from the study at any point, even if you do agree to take part now.

The purpose of this study is to establish ideas that that can be utilised to evaluate ways that can help organisation in building an atmosphere that is mentally health which improves job satisfaction and work performance. The risks to you in this study are minimal and is mostly concerned with the inconvenience of time, but this will be limited by giving you the choice of the day that you would like to take part in the study. The information from all respondents will at all times be treated as confidential and will not be made available to any entity or third party. Neither your name nor that of your organisation will be linked to any responses as the responses will be captured anonymously.

The information obtained from the interview guides will be used for academic research purposes only. Only the researcher and the supervisor will be able to look at your findings. Findings will be kept safe by locking hard copies in locked cupboards in the researcher's office and for electronic data, it will be password protected. Although you will not receive any compensation for participating, the information collected in this study may benefit your industry by providing a framework that will improve mental health, job satisfaction and performance of employees.

If you have any questions or concerns about being participants in this study, please use contact details provided above. Thank you for taking time to assist me in my educational endeavours.

Declaration by participant

By signing below, I ……………… agree to take part in the research study titled: The impact of mental health on job satisfaction and worker performance Declare that:

- I have read the above information/ it was explained to me in a language with which I am fluent and comfortable.
- The research was clearly explained to me

- I understand that taking part in this study is voluntary and I have not been pressured to take part

- I may choose to leave the study at any time and will not be handled in a negative way if I do so.

Signed at (place)……………………………..on (date)…………………….20

Signature of participant…………………………………………

Declaration by the researcher

I Evelyn Katsande declare that:

- I fully explained the purpose of the study and I am satisfied that the participant will adequately understand all aspects of the research, as described above.

Signature of researcher……………………………………………..

Thank you for your cooperation and your time.

<u>INTERVIEW QUESTIONS FOR ACADEMIC RESEARCH</u>

Target Group: Employees in the SMEs within the Energy industry in Harare

TOPIC:

The impact of mental health on job satisfaction and worker performance in the Energy industry in Zimbabwe

SECTION 1: ORGANISATIONAL INFORMATION

Name of Organisation: _____

Type of Business: _____

Designation: _____

Contact Details: _____

SECTION 2: INTERWIEW QUESTIONS

2.1 Awareness of mental health resources

What mental health resources and services are available to you in your current employment?

What systems are available in your organisation to address question about mental health in your organisation?

What do you think must be done for the current mental health system to meet your individual and family needs?

What policies exist in your organisation to support mental health?

How do each of the policies mentioned above support mental health?

What level of priority is given to mental health issues in your organisation?

How effective do you think the organization's support on mental health issues?

What can the organization START doing to better support your mental health?

What can the organization STOP doing to better support your mental health?

2.2 Influence of mental health on job satisfaction.

How would you describe your work-life balance?

How would you rate your stress levels at work?

What are some of the mental health systems in your organisation that make you satisfied with your job?

In what way do you think the current mental health systems will help you in getting satisfied with your job?

2.3 Influence of mental health on work performance.

How does mental health affect your work performance?

In what way do you think the current mental health systems will help you in attaining high work performance?

What do you think is the relationship between work related stress and work performance?

2.4 Impact of job satisfaction on performance.

How does the organisation recognize you for good performance? In what way does this impact your job performance?

How do you rate your job security and what influence does this have on job performance?

What influence do you think your current salary has on your job performance?

Are your talents and skills fully utilized by the organisation? If not, in what way do you think your utilized talents and skills will lead to an improvement in your performance?

How do you feel working with your supervisor and how does this relationship influence your job performance.

How do you feel working for this company, and how do those feelings affect your performance?

How do you feel working with your co-workers and how does this influence your performance?

APENDIX 2: LETTER ACCOMPANYING THE INTERVIEWS

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GREAT ZIMBABWE UNIVERSITY

28 February 2023

To Whom It May Concern:

This is to inform that _EVELYN KATSANDE_ student registration number _M2023808_ is a Master of Science Degree student in the Department of Human Resource Management. In order for the student to successfully complete the degree programme, it is necessary that she/he engages in research. The research experience will enrich academic development of the student. We are hereby appealing for your co-operation in assisting the student to gather information required for the project from your institution.

He/she is currently doing research on:
THE IMPACT OF MENTAL HEALTH ON JOB SATISFACTION AND WORKER PERFORMANCE IN THE SMEs IN THE ENERGY INDUSTRY IN ZIMBABWE.

Could you please assist him/her in his/her research.

Thank you

Dr. H. Mupani
Chairperson

TURNITIN REPORT

second submission

ORIGINALITY REPORT

25%	17%	5%	19%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS