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Equilibrium in the Workplace: Exploring the Interplay of Social Well-Being and Ergonomic Environments for Enhanced Mental Health and Employee Performance

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Abstract

The goal of this research was to facilitate the conceptualization the idea of employee wellness consisting of social well-being and work ergonomics in the workplace, aiming to boost employee performance results by considering the workers' mental health as a mediating variable. The proposal was to fully grasp the effect of these two factors on mental well-being. In order to conduct the study, the sample collected was 496 employees in various banks across West Bengal. Structural equation modelling SPSS AMOS 22 was used to assess the hypothesis and the relationship. The research outcome highlighted the partial mediating role of mental health in the correlation between social well-being and workplace ergonomics. It was worth noting that changes in these two factors significantly impacted employee performance, especially when considering mental health as a mediating factor. Research had shown that changes in work setup and health help employee mental health, leading to a better work environment. The lack of awareness or avoidance of mental health in banking industry issues had led to higher employee ill-health. Mental health emerges as a reliable predictor of better employee performance. It was also a reliable sign of better well-being in many places, as seen in this study, which significantly affects worker work.

Keywords: *Social Well-being, Workplace Ergonomics, Mental Health, Bank, Employee Performances*

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INTRODUCTION

An essential element in the World Health Organisation's (WHO) conception of health departed from the conventional perspective that defined health solely as the absence of disease. Instead, WHO emphasized the capacity for active participation in community life as a central aspect of health; according to this contemporary definition, health was characterized as a state of well-being wherein an individual functioned productively and contributed meaningfully to their community (Haldane et al., 2019) (Behle, 2005). In accordance with WHO framework, mental health involves a person's ability to exhibit self-awareness about their own skill – use healthy coping strategies to deal with everyday challenges, continue to be productive and successful in their work, and actively support the well-being of their community (WHO, 2022). This changed the understanding of health challenged conservative wisdom by highlighting more holistic aspects of well-being. In the last 20 years, there had been substantial changes in the operating environment of the Indian banking system. Introducing new technologies and restructuring existing management systems had greatly affected bank employees' in their daily lives and working conditions. If employees exposed to prolonged stressful environments, workers may heightened mental health, physical and well-being problems (Kumar & Deivanai, 2014) (K & Renukamurthy, 2017). Moreover, (Giga & Hoel, 2003) found that the inherent nature of banking professions increased the risk of illness among bank employees. Due to the changing dynamics of this banking industry characterised by higher customer demand and interconnected network with everyone, it was necessary to assess and manage the overall well-being of bank employees.

Social Well-Being

It was essential for employees to be happy at work in order to alleviate stress and enjoy the work. It was permissible to increase happiness, releasing serotonin and oxytocin hormones, which was necessary and possible with the help of a good connection between social gatherings of human beings, love and care. Social well-being refers to the quality of an employee's relationships and interaction with colleagues, a basic need theory, as per Maslow's hierarchy, and a theory of motivation (Bakar, 2022). They concluded that the pervasive importance of social relationships for employee well-being was that humans need frequent interactions in stable relationships involving giving and receiving care

(Cui et al., 2018). It was observed that during the COVID-19, the lack of connection with individuals had led to lots of stress and anxiety.

Workplace Ergonomics

It referred to the workplace layout design and arrangement of any workstation, equipment, way of working tasks, and process to optimise the human and work-environment by reducing interaction and increasing employee performance. The sedentary work life and workstations with computers among bank employees had led to many physical illnesses in them. The pivotal objective of workplace ergonomics was to create an environment where employees get a better environment to work and reduce the risk of injury and discomfort while maximising productivity and a healthier life for an employee. A research showed that many 90 percent of workers experienced musculoskeletal disorder (MSDs), the same reported issues within bank employees such as lower back pain (40.4%), upper back discomfort (39.5%), neck strain (38.6%), hand/wrist problem (36.8%) and shoulder problems (15.2%) (Workplace Health Strategies, 2020).

Employee Mental Well-Being

Employee mental well-being helps to assist in coping with the everyday stress of life, anxiety and work pressure. Keeping track of emotional resilience was essential to maintain positive relationships with colleagues and family members. Elevation of mental well-being was vital for overall employee health and quality of life. It had been observed that nearly half of the corporate employees were dealing with mental health problems, these issues had been noticed more by women (56%), compared to men (41%). The industry most affected by mental health problems was e-commerce (64%), followed by FMCG (56%), automobiles and healthcare (55%), and followed by hospitality (53%), BPO (47%), banking (41%), education (39%), IT (38%), and durables (31%) (Basu, 2023).

In the banking sector, ergonomics and work stress concerns were related to job dissatisfaction, fatigue, and physical and mental health (Giorgi et al., 2017). As ergonomic stressors and muscle strains increase, the banking industry had only recently addressed these issues. Many ergonomic factors can significantly impact your employees' health, whether you work as a cashier or in an office. The banking industry paid attention to these areas and recognized the need for comprehensive programs to

assess and improve employee health by addressing ergonomic stressors. Ergonomics was a multidisciplinary science essential in optimizing work efficiency by balancing work requirements and capabilities (Korhan et al., 2022). Failure to maintain this balance could have negative consequences, including fatigue, affecting the work system and individual workers. This, in turn, caused a decrease in productivity, which had significant financial consequences for the company and the general well-being of the workforce (Sudiajeng et al., 2022).

Research conducted by the World Health Organisation (WHO) in 2013 documented that work-related musculoskeletal disorders (STDs) were second among occupational diseases and were close to respiratory diseases. The widespread use of computers in various workplaces, especially in industries such as banking, had grown significantly over the last two decades (Kitsios et al., 2021). The Chinese Bureau of Statistics reported 2007 that 60% of workers in various industries used computers, with the figure rising to 88% in business and financial services. Consequently, more than half of the workers in the European Union's member states included computer use in their daily work (Esmaeilzadeh et al., 2014).

Many studies had consistently shown a link between computer use and an increase in musculoskeletal disorders (MSDs) (Demissie et al., 2024). Social well-being, explored in previous studies, focused on connecting with others and cultivating meaningful relationships. The quality of relationships that employees build at work plays a vital role in social well-being. Despite the challenges of the COVID-19 pandemic, workers have been supported and cared for by their employers, which had increased their strength and loyalty. Community life was a form of human communication that incorporates elements of love and friendship, including respect, shared values, growth, gratitude, and meaningful interactions. Friendship was a loving, non-judgmental relationship (Myers & Sweeney, 2004). According to (Hettler, 1980) framework, social well-being refers to past relationships with others and the wider environment and participation in activities that contribute to the community's well-being. This included creating a healthy environment, improving communities, effective communication, and building healthy relationships (Myers & Sweeney, 2004). The essence of social life is to achieve balance in the past and to integrate with other people, society and the environment.

Social activities in the workplace, including groups, trips and support groups, foster relationships and alleviate stress. Historically, creating interest groups such as book clubs and sports teams had benefited

companies by increasing loyalty and participation. Socialization and fostering a positive work environment were important in promoting people's mental health. Engaging in social interactions helps build relations. Social connection had substantially impacted employee performance and had positively affected employees' skills, knowledge, productivity and motivation levels (Ashraf & Javed, 2014).

LITERATURE REVIEW

Work-related cancers represented a significant public health problem in the workplace and could affect various parts of the body, such as the neck, shoulders, elbows, hands, upper back, lower back, waist, knees, legs and feet (Abledu & Abledu, 2012) (Kotwani et al., 2019). In particular, back pain accounted for almost half of all musculoskeletal disorders (MSDs), with neck pain accounting for a fifth of these cases. Most MSDs were more common in older than younger populations and were more common in high-income countries than in low-income countries (Christopher et al., 2012). It was known fact that muscle pain affects people of all ages and genders in various industries and professions around the world. This literature review analysis different aspects of occupational-related cancers, including their prevalence, distribution in various age groups, and changes observed in large and small countries. This study delved into the predominance of these health conditions across various industries and occupation, enriching comprehension of their implications for public health. It also sheds light on prevalence of these ailments within industries and employee occupations, thereby enhancing with holistic understanding of public health ramification.

(Renge et al., 2000) their study shed light on the intricacies by examining into complexity of social relationship. They identified the extent to which a person could relate to others and express their own feelings, interests and thoughts. The main principles of justice were support, relationships and the importance of building good relationships. Like Hettler's ideas, they also emphasized social interaction and contribution to society. Basically, community living was a dynamic movement to achieve balance and harmony between the individual, the community and the environment.

(Singh & Moom, 2014) The advanced growth of technology in the banking industry affected employees and workplaces. Due to this, the bank changed significantly to fulfil the era's demand. Musculoskeletal Disorder (MSD) was the repercussion of various personal factors,

work-related factors, and psycho-social factors; these were common in the workplace of banks. The researchers used SPSS 21 to conduct the research, and the result showed that back pain and upper back, neck, and hand problems were reported in the last year. It was also shown that the age of smoking/drinking habits, bad work postures, and unhealthy working conditions have contributed to increased MSD.

(Center for Chronic Disease Prevention and Health Promotion, 2022) According to the Center for Disease Control and Prevention (CDC), by the age of 75, one in three men and one in two women had become inactive. However, any form of exercise could yield notable physical health benefits for people who do not engage in physical activity at the moment. They said it was important to establish a physical activity routine and people should find out what physical activities they enjoy such as walking, stretching, weight training and balance exercises plan for how these activities could become part of their daily lives. This review was based on literature and looked at CDC's findings on physical inactivity.

(Chopra, 2009) The ability to engage in productive work was a fundamental aspect of both health and emotional well-being. Reduced workplace productivity had been consistently linked to Common Mental Disorders (CMDs), with expectations that the impact was particularly pronounced in developing countries. Additionally, factor such as workplace stress was identified as a significant factor negatively affecting emotional well-being and correlating with an elevated risk of CMDs. Given such a backdrop, this literature review was geared towards unearthing the delicate balance tying psychiatric morbidity at work. Also, the review scrutinized available data on how mental health could be promoted as well as intervention wellness programs. Such reforms at work were, therefore, necessary including encouraging research work. The primary goal was to elevate the well-being of employees enhance workplace productivity.

The preeminent conceptualization of social well-being, as outlined by Keyes in 1998 (Keyes, 1998, 2002), emerged approximately half a century after the World Health Organisation (WHO) recognized the significance of a social dimension to well-being in 1948, alongside physical and mental well-being (WHO, 2006). In contrast to societal or sociological well-being, individual social well-being has traditionally been assessed through satisfaction with social support and adjustment to the social environment, closely intertwined with mental health considerations (Larson, 1993).

(Keyes, 2002) Keyes' positive mental health framework, grounded in the concept of effective functioning in social interactions, served as

the fundamental basis for his theory. Derived from philosophical, social, psychological and cultural analyses, Keyes identified five dimensions of social well-being. These included an individual's (1) integration within a community, fostering a sense of belonging to a group; (2) acceptance of diverse characteristics and qualities in others, promoting comfort in social interactions; (3) perceived contribution to the community, fostering a sense of value as a group member; (4) actualization or belief in the community's progress, cultivating optimism about its development; and (5) perceived coherence of their social world, engendering an understanding of the events occurring around them.

In the field of psychological research, social well-being had been characterized as the externally focused dimension of well-being that supplemented the inner satisfaction of hedonic pleasure and the inner development of Eudaimonia (Fisher, 2014). Keyes aligns social well-being with long-term and competence-oriented eudemonic well-being (Ryff & Singer, 2008), collectively termed flourishing (Keyes, 2002), differentiating it from the transient moods of hedonic well-being or happiness (Diener & Ryan, 2008). This demarcation evaluates two main branches of research on psychological well-being, but there were discussions whether these streams actually represent two different forms of well-being (Diener et al., 2009). This literature review would discover the evolution and dimensions of social well-being agreeing to Keyes' framework, critically examining its incorporation within broader psychological well-being research and the ongoing discourse surrounding these conceptual distinctions.

RESEARCH GAP

There was a significant gap in research done in banking industry on employee wellness with respect to workplace ergonomics and social well-being keeping mental health as a mediating factor in order to find the employee performances. While numerous studies had vetted on single factor on employee wellness, however, the merger of two factors such as workplace ergonomics and social well-being with mental health as mediator in the banking industry showed very few research done in this context. The banking industry had been characterised by rapid technology and evolving environment changes, limited research on the long term effectiveness and sustainability of such interventions.

HYPOTHESIS DEVELOPMENT

Ergonomics was used to improve health, safety, comfort, and productivity. The idea was to make work places and activities that made people happy. The study of ergonomics was usually divided into two parts: one for the organisation, called organisational ergonomics (OE), and another for the physical part, called physical ergonomics (PE) Both dimensions were connected to the idea of organisation sustainability. It also focuses on improving social-technical systems, such as organisational structures, policies, and processes.

THE MEDIATOR EMPLOYEE MENTAL HEALTH BETWEEN WORKPLACE ERGONOMICS AND EMPLOYEE PERFORMANCES

- H1a Workplace ergonomics has no relation to employee mental health.
- H1b Workplace ergonomics has no relation to employee performances.

(Christy & Duraisamy, 2020) The author stated the significance of ergonomics in a workplace for the better work environment. In order to keep employees happy and healthier, it was essential to keep human resources safe and comfortable in their respective work environments, which led to long-term employee satisfaction and growth. The authors discuss how diverse aspects of ergonomics can impact employees' psychological well-being. The research findings underlined that ergonomics played a noteworthy role in enhancing the psychological well-being of employees, job satisfaction leading to better performances, and psychological needs being met in good workplace health.

(Msuya & Kumar, 2022) The research in this research paper has prioritised well-being essential for better employee performance. The study aimed to determine if companies' workplace health and wellness programs impact employees' job performance and productivity. During their study, they examined workplace health and wellness programmes as being essential to increase the performance of Tanzania bank employees. The survey was conducted with 252 employees, and the Structural Equation Model (SEM) was used to assess their relationship. The result showed a positive response.

(Shammout, 2021) The author researched the relationship between the work environment and employee performance at Investo

Global. The research objective was to determine how various factors of the work environment impact employee performance, leading to job satisfaction. During the study, they had taken 92 sample sizes and analyzed SPSS software, employing a cross-sectional approach. The results revealed that all the selected variables significantly and positively impacted employee performance. It was evident after the result that the work environment plays an essential role in the performance of an employee and organisational success.

THE MEDIATING ROLE OF EMPLOYEE MENTAL HEALTH BETWEEN EMPLOYEE SOCIAL WELL-BEING AND EMPLOYEE PERFORMANCES

- H2a Employee Social well-being doesn't positively affiliate to employee mental health.
- H2b Employee Social well-being doesn't positively affiliate to employee performances.

(Ozbay et al., 2007) The researcher exhibited that having sturdy social support was essential for physical and mental health. It helped to defend against many mental illnesses, and better social well-being leads to resilience to stress. It could help cope with many encounters and positively affect an individual's brain and body. The essentiality of having a good work environment, friends and a supportive community could make a positive transformation in how an individual could handle stress. In order to enhance psychological resilience, positive social connection safeguard against stress and isolation. This means that enhanced job performance was brought about by employees who were better at managing issues and maintaining their positivity when they had good mental health which came from having friends and colleagues around them. Acknowledging the fundamental link between social well-being, mental health, and performance was vital for organisations aspiring to cultivate a comprehensive and thriving work environment. By emphasizing social connections, promoting inclusivity, and recognizing the interdependence of mental well-being and professional success, organisations could create workplaces where employees excelled in their roles and experienced heightened fulfilment and satisfaction.

(Holt-Lunstad, 2018) The researcher emphasised the importance of social connection to individual health, well-being, and mortality risk. Due

to the growing evidence of the importance of social well-being, social disconnections in society, particularly within the workplace, had negatively impacted employee mental well-being, and it had become a significant social connection in an organisation. Long working hours and solitary work could contribute to social disconnection. In order to address such issues, institutions had developed various HR policies to promote work-life balance, wellness programs, and attention to workplace environments conducive to social connection. Eventually, promoting social connection benefits individual health and well-being and contributes positively to organisational outcomes and social well-being.

(Acoba, 2024) The author of this paper examined the role of social support in the promotion of mental health during the COVID-19 pandemic among 426 Filipino adults. The author used the coping theory to explore whether perceived stress mediated the relationship between different sources of social support and mental health outcomes. The research findings were that it was inversely related to perceived stress, suggesting that social support diminishes perceived stress.

METHODOLOGY

Sample and Procedure

The study concentrated on the mental health of bank employees, exploring the connections between social well-being, workplace ergonomics, and employee performance. The study specifically emphases at how employees in the Indian Banking sector viewed their well-being. The research was limited to a selection of employees from scheduled commercial banks in West Bengal, with 114,279 employees, including officers and clerks. Data were gathered from 498 individuals out of the 800 employees within the study area. These participants were strategically chosen from various levels within the State Bank of India, encompassing senior management, managers, officers, and junior staff, based on their relevance to the research objectives. The method of determining the minimum sample size, following Slovin's formula suggested by (Susanti, Soemitro, Suprayitno & Ratnasari, 2019), resulted in a sample size of 398. Participants were selected from different branches of 6 private and public sector banks in West Bengal. This study aimed to examine the relationship between employee well-being and the work efficiency of bank employees. After carefully reviewing the demographic information, 498 respondents

finished the survey. 37% of these responders were female, and 63% were male.

Regarding designation hold, the respondent pool was primarily officers' grade, as seen by the following statistics: 52 senior officers 11%, 220 officers 44% and 226 junior assistants 45%. According to the marital status distribution, 47% were single, and 53% were married. Participants in the study completed in-person and online surveys using a 5-point Likert scale, rated on a 5-point rating system from 1 (strongly disagree) to 5 (strongly agree). The data were collected via an adopted questionnaire covering aspects of employee well-being (including workplace ergonomics and social well-being) and performances. The data were then analysed using a structural equation model.

Structural Equation Modeling

The structural equation model (SEM) was a multivariate technique employed across different disciplines to clarify causal relations between qualitative and quantitative variables, which were beneficial for testing the theoretical framework (Tarka, 2018). The critical advantage of SEM was its capacity to enable researchers to assess theoretical models, making it the most prevailing tool for examining causal relationships in non-experimental data, especially when these relationships were linear (Morrison et al., 2017). A wide variety of classical method, which includes linear regression, exploratory factor and confirmatory factor analysis, and path analysis, these all were part of the model's procedure for multivariate statistics. The significance of this model was its ability to combine unobserved variables within large models, making it a precise and objective tool to test proposed hypotheses (Ballen & Salehi, 2021). The procedure for study as follows with exploratory factor analysis then by confirmatory factor analysis, eliminating weakly correlated variables. This procedure helps to identify ergonomic aspects with stronger relationships.

Exploratory Factor Analysis

In order to explore and validate the factors, a generally used method in research was known as exploratory factor analysis (EFA). This technique systematically explored the underlying latent variables in item responses obtained from observed variables (Yong & Pearce, 2013). The primary goal of employing this approach was to thoroughly examine and confirm factors within the large dataset, thereby consolidating multiple operational

indicators into a more concise set of conceptual variables (Howard, 2016). As a criterion, we carefully chose to retain items with values greater than or equal to 0.5. This multivariate approach accommodated strongly correlated group variables with lower correlations to variables in other groups (factors). While conventionally applied to continuous variables, its adaptability extended to using categorical variables. EFA elucidated the variability in scores across a set of variables by distilling it into smaller dimensions or factors. This process involved consolidating numerous items into several factors or dimensions, thereby conferring theoretical significance upon the measurement. Each factor clustered inter-correlated items that, in turn, exhibited relative independence from other sets of items (factors). Furthermore, the ongoing factor influencing job satisfaction across diverse sectors and industries was intricately linked to the SARS-CoV-2 pandemic. While numerous workplaces scrutinized this aspect, none integrated exploratory factor analysis into their investigative methodologies.

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) served the purpose of rectifying or validating any identified shortcomings in exploratory factor analysis (EFA), enabling a more in-depth examination of specified hypotheses (Taylor, 2019). Moreover, it scrutinized the covariance matrix instead of the correlation matrix, aiding in determining indicator equivalence. In the graphical representation, rectangles depicted items, while ellipses represented factors, also known as common factors. For further understanding, common factors connect to items by unidirectional arrows, which signify saturation, and between common factors, bidirectional arrows signify correlation. This approach offered a statistical structure for individually evaluating the validity and reliability of each item, eliminating the necessity for an exhaustive analysis.

MEASURES

- *Workplace Ergonomics:* This self-assessment aimed to assist in arranging the workspace for optimal comfort and efficiency. Workplace Well-being encompasses various facets of the work environment; these included aspects such as the quality and safety of the physical work environment, employees' feelings about their work and surroundings, the overall workplace ambience,

and task organisation. Ensuring workers' safety, health, and wellness was crucial to integrating their physical, physiological, and psychological capabilities into productive and efficient work systems. Recognising employees as essential human resources an organisation used to deliver service and achieve goals emphasises the need for organisational support to promote their overall well-being. As referred on the National Institutes of Health, Office of Research Services, Division of Occupational Health and Safety website for additional information.

- *Employee Social Well-Being:* Human beings were inherently social entities, and establishing meaningful social relationships provided a sense of community and support. These relationships played a vital role in working collectively towards common goals for the benefit of the social group. The scale comprised 33 items structured into five dimensions which were factories Social Integration, Social Acceptance, Social Contribution, Social Actualization, and Social Coherence (Keyes, 1998). Adequately to measure the scale a Likert scale was used, which consisted of 1 to 7 (from Strongly Disagree to Agree Strongly). Higher scores indicated that socially healthier individuals viewed society positively, perceived themselves as important members, cared about and felt safe in the community, and led coherent lives.
- *Employee Mental Health:* The assessment of depression, anxiety, and stress levels utilised the Depression, Anxiety, Stress Scale (DASS) 21, a condensed version of the DASS-42 developed by (Lovibond & Lovibond, 1995). The DASS-21, with fewer items, enabled a quicker assessment without compromising result stability. The DASS-21 (Zanon, Brenner, Baptista, & Vogel, 2020), verified for validity and reliability through testing, was selected as the instrument for this study. Variables related to depression, anxiety, and stress underwent reliability testing, yielding a Cronbach's alpha value of 0.910.
- *Employee Performances:* This scale was comprised of 42 items distributed across three dimensions: task performance, contextual performance, and adaptive performance (Pradhan & Jena, 2016). Respondents were measured under a Likert scale ranging from 1 to 5 which indicating their level of agreement from Disagree Strongly to Agree Strongly. Upper scores on the scale showed enhanced employee performance. The instrument was instrumental in formulating a metric for assessing employee performance, a

validation process undertaken within the specific context of Indian manufacturing and service industries.

DATA ANALYSIS

The data was analyzed using SPSS AMOS 22, which included confirmatory factor analyses (CFA) to validate the appropriateness of the scales designed for assessing workplace spirituality, social well-being, and employee performance, with mental health acting as a mediating factor within the framework of Indian culture.

RESULTS

This study examined to validate workplace ergonomics, social well-being, mental health, and employee performance. In the conducted research, a comprehensive analysis was carried out across 82 distinct commercial branches involving 496 employees. The participant demographic comprised 188 females and 308 males, aged between 20 and 45 years. These individuals actively engaged in the research. Notably, the investigation took place within branch offices across various districts of West Bengal.

Moreover, 34 items were considered in the questionnaires, resulting in a sample size that exceeded 300. The study's primary goal was to validate the appropriateness of scales employed for assessing employee workplace ergonomics, social well-being, mental health, and performance within a new cultural context. To achieve this, the study's sample was drawn from the commercial banking industry of West Bengal.

KMO

SPSS software was utilized to perform Exploratory Factor Analysis for the current study. EFA was employed, and the following tests were done to develop final factors with higher reliability Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity, Communalities, Total variance explained, and Pattern matrix. The sufficiency, validity, and reliability of the data were then examined.

Table 1: KMO and Bartlett's Test / Total Variance Explained

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						**.962**			
Bartlett's Test of Sphericity				**Approx. Chi-Square**		**9135.375**			
				df		**300**			
				Sig.		**.000**			
Total Variance Explained									
Component	**Initial Eigenvalues**			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	12.586	50.343	50.343	12.586	50.343	50.343	4.676	18.703	18.703
2	1.874	7.497	67.226	1.874	7.497	57.840	4.316	17.266	35.969
3	1.421	5.682	72.234	1.421	5.682	63.522	4.135	16.539	52.508
4	1.279	5.114	76.600	1.279	5.114	68.636	4.032	16.128	68.636
Extraction Method: Principal Component Analysis.									

After analyzing the final sample of 496, a sequence of CFAs was executed to scrutinize the uniqueness of constructs, validating variables in the Indian context. For convergent validity, the composite reliability of the variable must have surpassed the average variance extracted (AVE), exceeding 0.50 as per (Hair et al., 2013).

Furthermore, to affirmative the discriminate validity, the average variance extracted (AVE) was higher than the 0.5 cut-off, which validated the need for convergent validity. The Fornell and Larcker criterion and heterotrait-monotrait (HTMT) ratio were used to test discriminant validity (Hamid et al., 2017). The square roots of these scores along the diagonal are greater than their inter-correlations, while HTMT scores equalled less than 0.85 (Table 1). Moreover, the study evaluated the model fit indices (Table 2). The model demonstrated fitness with a $\chi 2$ of 416.202, df = 267, CMIN/DF = 1.559, GFI = 0.939, CFI = 0.983, IFI = 0.983, RMSEA = 0.03. The CFA outcomes supported the fit of the proposed model and affirmed its fitness. To address potential common-method bias, as advocated by (Podsakoff et al., 2012), Harman's single-factor test was applied. This test involved loading each item onto one factor using principal component analysis, and the resulting factors were set as single. The un-rotated factor solutions revealed that one factor with a variance of 50% demonstrated the absence of common method variance, staying at the threshold limit of 50% (Podsakoff et al., 2012). All variables exhibited reliability values surpassing 0.70 (Nunnally, 1978).

Model Estimation

The need for structural equation modeling was utilised to analyse indirect and direct impacts. The results indicated that workplace ergonomics and employee social well-being accounted for sufficient variance in mental health (r2 = 0.636) and employee performances (r2 = 0.721). The direct impact (H1b–H2b) was explored through structural model, assessing the influence of workplace ergonomics and employee social well-being on employee performances without considering the mediating role of mental health. Findings revealed a positive and significant association between social well-being ($\beta = 0.334$, $t = 6.493$, $p < 0.001$) and workplace ergonomics ($\beta = 0.204$, $t = 4.932$, $p < 0.001$) with employee performance. The direct impact (H1a–H2a) was explored via same model testing, evaluating the impact of workplace ergonomics and employee social well-being on employee mental health. The final output indicated a positive and significant association between social well-being ($\beta = 0.491$, $t = 9.204$, $p < 0.001$) and workplace ergonomics ($\beta = 0.423$, $t = 9.806$, $p < 0.001$) with

mental health. Furthermore, the study empirically verified that mental health predicted employee performances ($\beta = 0.374$, $t = 7.5050$, $p < 0.01$).

Table 2: Overall Validity and Reliability Indices of Constructs

Construct	Indicator	Factor Loading	AVE	MSV	Cronbach's/ C.R
Employee Performances	EP1	.646	0.679	0.596	0.937
	EP2	.681			
	EP3	.670			
	EP4	.688			
	EP5	.820			
	EP6	.665			
	EP7	.831			
Mental Health	MH1	.704	0.700	0.596	0.933
	MH2	.711			
	MH3	.741			
	MH4	.727			
	MH5	.745			
	MH6	.758			
Social Well-Being	SO1	.708	0.570	0.492	0.888
	SO2	.680			
	SO3	.645			
	SO4	.780			
	SO5	.781			
	SO6	.716			
Workplace Ergonomics	WE1	.683	0.537	0.504	0.872
	WE2	.678			
	WE3	.726			
	WE4	.734			
	WE5	.793			
	WE6	.598			

Note(s): AVE = Average Variance Extracted; CR = Composite Reliability; MSV = Maximum Shared Variance; ASV = Average Shared Variance; EP = Employee Performance; MH = Mental Health; SO = Social Well-being; WE = Workplace Ergonomics.

Table 3: Result of Model Fit of Structural Equation

Hypothesis Relationship	Std. Estmates	t-Value	p-Value	Decision
H1a Mental Health ← WE	.423	9.806	.01	Accepted
H1b Employee Performance ← WE	.204	6.493	.01	Accepted
H2a Mental Health ←SO	.491	9.204	.01	Accepted
H2b Employee Performance ← SO	.334	6.432	.01	Accepted

CMIN/df = 1.559, GFI = 0.939, AGFI = 0.926, SRMR = .027, RMSEA = 0.034

Table 4: Result of Mediation Analysis

Relationship	Direct Impact	Indirect Impact	Confidence Interval		Sobel Test	P-Value	Conclusion
			Lower Bound	Upper Bound			
Social Well-being -> Mental Health -> Employee Performances	0.411	0.184	0.128	0.260	14.562	0.001	Partial Mediation
Workplace Ergonomics -> Mental Health -> Employee Performances	0.279	0.158	0.103	0.233	14.488	0.002	Partial Mediation

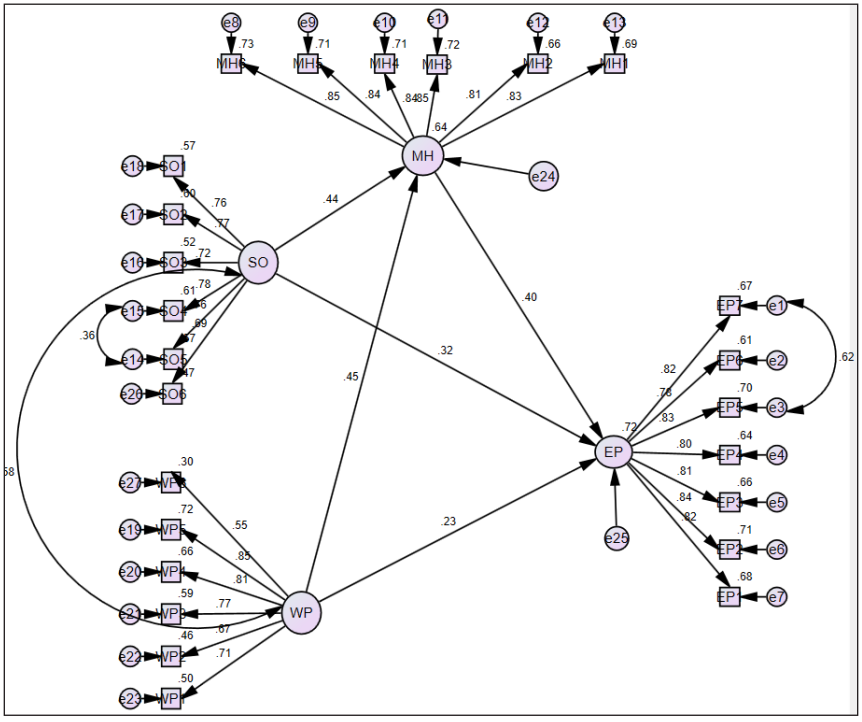

Fig. 1: Model of Path Diagram

Moreover, the Sobel test application verified the complete mediation of mental health between social well-being and employee performance

($z = 14.562$, $p < 0.01$). Therefore, the influence of social well-being on mental health attained statistical significance when mental health served as the mediator, indicating partial mediation. Consequently, the impact of workplace ergonomics on employee performance gained heightened significance when considering the mediating role of mental health, resulting in partial mediation ($z = 14.48$, $p < 0.001$).

THEORETICAL SIGNIFICANCE

The research carried specific significance for theory in the past. Firstly, it empirically supported the extension of Maslow's theory of motivation (Meijman & Mulder, 1998), the Lifespan Development Model (LDM), and continuum model of wellness/illness developed by Travis and Ryan (Travi et al., 1988). It validated personal resource capacity as a determinant of employee performances. Secondly, it marked as maiden attempt to offer empirical support for the direct link of workplace ergonomics with employee social well-being. This direct association influenced employee performance, with the mediation employee mental health acting as the mediator showing that there was relation between them. In addition, this study analysed the above by pointing out that the ergonomics of the workplace and the social life of employees were not only related to the work of employees but to the mental health of workers, supporting the concept of expansion and construction of workers. Well-being had been empirically tested. Thirdly, the findings unveiled the advanced insight of hormones (i.e., endorphins, oxytocin, and serotonin inherently embodied in employee mental health), crucial for social bonding, trust, and positive social interactions. While their effects were diverse and complex, evidence suggested that endorphins, oxytocin, and serotonin could positively impact mental health.

DISCUSSION

The research made a substantial contribution to the literature on employee workplace ergonomics, social well-being, and performance, considering mental health as the mediating factor that also affected the performance of an employee. Ultimately, higher workplace ergonomics and social well-being increased their performance at work. This study was likely to be

a pioneering and unique research elucidating the relation of workplace ergonomics and social well-being with employee performance via mental health, broadly grounded on Maslow's theory of motivation, the Lifespan Development Model (LDM), and the wellness/illness continuum model was developed by Travis and Ryan (1981, 1988). Furthermore, positive mental health could stimulate endorphins, oxytocin, and serotonin, which were good hormones to lift up the mood. A happy workforce brought enormous contributions to business outcomes.

The research aimed to analyse the relationship between bank employees in West Bengal and how ergonomics in the workplace and social well-being affect employee performance. The mediating variable i.e. mental health mediated employee performance. It could be inferred from findings that focus on these two employees' aspects increases their motivation levels by improving positive mental health hence increased engagement in work. The results obtained implied that the two factors in employees increased their motivation level by enhancing positive mental health, showing higher engagement at work. This expressed innate gratification and pleasure that positively impacted the employee's happy hormones and encouraged satisfaction and optimism, leading to increased employee performance. We argued that there was a coping mechanism to fight back against mental health issues in any employee that might explain the way it reduced work stress and helped in recovering from mental illness, supporting employee performances. All these stressful aspects of the employee workplace negatively affected mental health and hence decreased the psychological well-being of employees, thus reducing performances (Parslow et al., 2004). A prior research conducted stated that employer should prioritise mental health issues and poor mental health can result in absenteeism and reduce productivity. The finding of the research indicated significant and positive direct impact on mental health and employee productivity (Dimoff & Kelloway, 2019). The study findings indicated a substantial and positive direct influence of workplace ergonomics on bank employees' performances. Prior researchers conducted by (Pereira et al., 2019) showed that with specific exercises for the neck reduced the amount of time of office works while sick and improve productivity. Hence, it was proved that workplace ergonomics had relationship between employee workplace environment and productivity.

In the dynamic landscape of today's workplaces, it became imperative for organisations to recognize and discourse the mental health encounters faced by their employees. This article explored two possible explanations for the prevalent issue in India: the lack of awareness regarding mental health among employees, compounded by the overwhelming workload and stringent deadlines; and the tendency to overlook mental health issues as non-critical, with organisations giving minimal emphasis to this aspect of employee well-being.

Firstly, in India, a significant gap in awareness persisted when it came to mental health matters among bank employees and employers. Due to cultural beliefs or stress from their unwavering job demands, employees might not know much about mental health. They had so much work and tight deadlines that they did not have time to care for themselves.

Most people, including workers and employers, think physical health is more important than mental health. (James, 2019) stated that mental health was a big issue that many people in Indian corporate and don't want to talk openly.

Secondly, it was commonly perceived that mental health issues were time and again disregarded and deemed less significant in comparison to physical health. This oversight led to lower employee work efficiency, higher stress, and decreased job satisfaction. The culture of openness to talk about mental health is still missing in banking organisations. However, after the era of COVID-19, social well-being was given more importance, with all other programmes such as health and fitness, employee assistance programme, wellness workshop, and many more (Sankaranarayanan & Christopher, 2023).

LIMITATION

As all research has its strengths, it also merges with some limitations. The study focused on human psychology; employees are social creatures, and changes in mental states over time might have influenced the results. Mental health might vary due to family background, gender, and age groups, which were not incorporated into the research. These factors can be used as moderating factors in the future. Public and private sector banks have different work environments, and stress loads are different, which might vary the results.

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