

Impact of Depression on Workers' Retention and Efficiency

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Abstract

Depression is explained as sadness that reduces hunger, sleep disorders and reduction in body movements in terms of organizational depression that reduces the efficiency of workers and increases employee turnover. The purpose of this study is to analyze the effect of depression on workers' retention and efficiency this study would help organizations identifying symptoms that show the depression. It is necessary for organizations to overcome depression in order to achieve organizational long-term goals. This study is important because it shows how to overcome depression and keep workers depression free and efficient it will also help for future research in Pakistan. The consolidated hypothesis has been accepted that means depression keeps negative impact on retention and efficiency of workers i.e. if workers are depressed, they shall not perform efficiently as on the other hand if workers are depressed, they shall leave the organization and would not retain with it. Depressed workers are considered as a liability rather than to be an asset so it is necessary for organization to keep their workers out of depression, provide workers a healthy environment to work, keep conducting recognition programs to make them feel that they are important for organization in every circumstance.

1. Introduction

1.1 Background of the study

Depression is ubiquitous and earns hefty indirect cost related with minimized work operations inclusive absences, defective productivity, and even minimized job retention beyond a large array of occupations. If not treated then it may lead up to fifteen percent low performance of the workers (Pamela & Julie, 1997). Experts preserve that seventy-one of almost two-third of world's population is attracted towards depression.

Depression is explained as a sadness which includes gain or loss of hunger, sleeping disorder, debility, reduction of body movements and thoughts, perception of being worthless, loss of joy in something commonly enjoyed. Depression, which refers to lengthen negative feelings, failure to concentrate and act normally and other associated depressive symptomatology, is a genuine sickness and an everyday problem in the place of work.

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Depression defines alarming situation for organization by job satisfaction as well as absenteeism and employee turnover (Osman & Ladan, 2011).

Depressive disorders can lead disabilities as well; Depression has high popularity rate than the other mental problems at workplace, depression among workers is highly associated to lack in productivity and job retention. Some are the reasons becomes basic cause of workplace depression are pure drinking water, clean bathrooms and insufficient wages earned by workers.

Depressed employees considered to be low performer for the organizations. Therefore, organization must address the causes of depression to attain consistent performance from their workforce.

Depression whisk away energy of the employees to effectively perform their duties and responsibilities up to their potential. Depressed person's relationships are disturbed with other people resultantly it affects organizational performance negatively. In addition to this the employees lose the concentrate of work-related activities and don't take responsibilities of their jobs. Worker overload and pressure are also major sources of depression (Katariina & Jari-Erik, 2004).

Depression also leads high employee turnover, hence not only workflow gets disturbed but also increase the cost of human resource by rehiring etc. So, the importance of such personnel must be present within the organization to observe such behaviors of their employees to ensuring effectively timely dealing with such unwanted employee behavior in order to ensure optimum productivity. Organizations must come up with the best possible ways to address the depression not only for making workforce more effective but also for individual development and indenting to create better society and citizenship.

Depression could be a reason of non-recognition of workers, no rewards despite of excellent performance of workers, high termination rate of workers, no job security, no career paths, no appraisal system of organizations. Leadership style carries positive impact on reducing of depression (Kaisa, Ulla, & Taru, 2014). It observes in local level of the organizations mostly. In order to overcome workplace depression organization must give recognition to their workers in order to retain them for longtime because the longer an employee works for an organization it considered an asset of the organization.

It is important to educate your employees that what depression is and how it becomes, in this regards an organization can have awareness sessions on workplace depression as well as organizations should empower their employees so that they could recognize depression.

In the end if not dealing or ignoring it can hit badly the bottom line of an organization. Mental illness depression whisks the employees in position where they ability to work efficiently is affected to accomplish desirable targets in achieving efficiently and effectively.

1.2 Problem Statement

Depression decreases worker's retention and efficiency at workplace, in addition it decreases the productivity of worker and their job satisfaction at workplace. To deal with this problem depression must be taken into consideration.

The research project proposes to study the impact of depression on worker's retention and efficiency.

1.3 Research Questions

Questions used in this study are descriptive and can easily be converted into questions, closed ended questions were used that provoked answers in strongly disagree to strongly agree, pure qualitative questions were used in order to collect data and all the questions were asked by employee from different organizations.

1.4 Purpose of the study

There is little research done on depression with respect to Human Resources Management. Organizations are required to understand the attributes of depression which supports in increasing cost and minimizing overall performance of the organization. Depression in his era has changed the preferences of the Human Resources Management.

Recent studies have explained the effect of depression on the major organizational objectives besides the basic objectives, where, the firm simply cannot forgo the depressive symptoms as well as an organization must give sufficient attention to the functions helpful in minimizing workplace depression. Because of the Global pressure organizations are forced to develop depression free working environment, it's becoming challenge for human resource professionals to design effective and depression free working environment (Konstantinos & Nikolaos, 2015). Depression is not a small area it represents almost 70 percent approximately two-third of the world's population.

This research might be of interest for Human Resource Management researchers as an aid in maintaining retainable working environment by understanding alarming depressive symptoms (Pamela & Julie, 1997).

1.5 Significance of the Study

The purpose of this research is to examine the impact of depression in organization on workers' retention and efficiency. Organization consider depression a core reason of losing efficiency and increasing employee turnover.

Due to global competitive economy organizations need to have an edge over their competitors. Depression is a reason of non-recognition of workers, no rewards despite of excellent performance of workers, high termination rate of workers, no job security, no career paths, no appraisal system of organizations. Leadership style carries positive impact on reducing of depression (Kaisa, Ulla, & Taru, 2014). It observes in local level of the organizations mostly.

In order to overcome workplace depression organization must give recognition to their workers in order to retain them for longtime because the longer an employee works for an organization it considered an asset of the organization due to experiences he learned.

1.6 Outline of the Study

This research project investigated the impact of depression on worker's retention and efficiency, it examined the different factors increasing employee turnover and reducing efficiency, the perception which is a representation of what is perceived and considered as a basic component in the formation of a concept. Workload stress is the factor which leads to increase employee turnover many studies have also linked workload stress in reducing workers efficiency.

The objective of developing stress free environment must be met effectively; the stress free environment increases the worker's retention at work place and their productivity to achieve organizational objectives, there are some ways to develop stress free work environment, 1- team work, 2- by creating open culture in the organization that means employees should not feel hesitation in discussing their problems with their managers, 3- Organization should support employees fully in terms of financial matters to change their life style study revealed that balance in work and social life leads to release stress that became a cause of increase in efficiency study also revealed that stress free environment increases employee engagement. Study also investigated that sufficient pays plans also helps in developing in stress free work environment also a motivation in employees to perform efficiently, incentives and other benefits are also a high motivation for employees, Employee retention and work efficiently are an integral part of growth of an organization.

Young people are mostly suffered from stressed work environment that increases the rate of employee turnover. In this study depression has been considered as an insect that destroy workers' self-confidence as well also a depressed worker is always a liability for organization because they are always unable to perform efficiently as they should and organization expect from them to perform.

1.7 Definitions of Terms

1.7.1 Depression

Depression is defined as a time of two or more weeks of sadness and some more conditions that includes gain or loss of appetite, sleeping disorder, slowing of body movements and thoughts, loss of pleasure in something usually enjoyed, difficulty concentrating and suicidal thoughts (Braus, 1991).

1.7.2 Retention

Workers retention refers to numerous strategies and policies which let workers stay with an organization for a long period of time (Prisciandaro and Roberts, 2005).

1.7.3 Efficiency

Worker's efficiency refers to a finish of giving task at comparison time acquiescence for a job (Krohe, 1994)

2. Literature Review

Depression is being seen now days with different angels within the organizations, the firms are paying high importance to depression based on its negative consequences on workers performance and subsequently the organizational performance if affected. Prior literature on "depression" endorse the negative consequences on employee's retention and efficiency (productivity) which is being discussed more in details in this paper.

2.1 Underpinning and Supporting Theories

It is quite easy for workers to ignore depression as facing "a bit in the dump and down" or just being "the blues". Most of the people consider depression short-lived or just blues or they can pull out of it. Depression is like a virus that affects the mental health and causes inappropriate behavior of an individual. People now days expect more with less which become stress consequently one of the facts which lead toward the depression. Stress level is increasing resultantly workload, conflicts, lack of power, ambiguous demand, job insecurity and various other mental distortions arises (Nathalie, Frederick, Robert, & Julie, 2013).

In the recent researches it has been observed that the work-related mental illness has doubled. Scientists whisks around the concept that the brain activity development in terms of brain disorders are more a matter of biochemistry and genetics. And it has been claimed that depression probably arises because of mis regulation of normal stress (Whigham Desir, 1993).

Throughout the workplace the clinical depression can be found both highly paid executives and unskilled workers. But mostly conscientious, creative and ambitions get targeted by the depression.

Further, several other clinical factors and demographics becomes the source of depression. It is also being observed that youngers are more affected by the depression as compare to old people.

It is very common that depression shall affect to two most important areas of an organization that are worker's efficiency and their retention at workplace, It also observed that a typical men brings their work problems home and the typical women bring home problems at work (Krohe, 1994). Due to stress workers are suffering ten times from serious episodes of depression as compare to their grandfathers.

Depression leaves symptoms such as physical illness, and organizations must response depression at workplace if it becomes a physical illness. As American psychiatric association states that depression can be characterized by some common symptoms that are depressed mood whole day, losing interest in the activities enjoyed, sleep disorders, hitting ability to think and concentrate, depressed workers who are not treated mostly complain vague symptoms.

Depression on the job is a major problem it hits retention of organization's experienced workers as are considered as an asset, reducing worker's efficiency comes up with the result of constructing pattern to damaging creative thinking, feelings and an acting.

The recent researches revealed that about 55 percent of the depression causes by reduced productivity and absenteeism. Depression also brings physical distortions in human body like heart diseases, high blood pressure, hypertension, headache etc.

Workers fail to concentrate on their job due to excessive depression. It is also observed that 20 percent of employee turnover is due to depression at workplace it includes long working hours, insufficient compensation, poor appraisals, job insecurity, employee non recognition, ignoring workers by management, working environment, stagnant career etc (Nicole, Ann, Vinita, Jane, & Jacqui, 2014).

Organization must take workplace depression seriously and provide trainings on depression and other mental disorders to their managers to make them able to recognize depressed workers some of the symptom's manager can may look into workers that drooping postures, less grooming, less interaction with co-workers, missing deadlines, and tiredness.

Ongoing education and promotions should also focus helping workers identifying the symptom of depression in them as well as organizations should conduct on-site counseling supporting groups, with correct identifications and treatments 80 – 90 percent workers can be helped out a positive message for millions of people who are suffering from disorders.

Most of the employers who have undertaken effective programs are restoring workers health which is always result in efficiency in workforce (Adrian & Aseel, 2014).

It has been acceptable recently the relationship between workplace and depression at the workplace the interest is driven because of growing recognition of depressive disorders are highly familiar at workplace and it has a negative impact on productivity, performance, absenteeism, and disability costs. From the perspective of an employer the impact of depression remains unresolved due to stigma, uncertainty of cost-effective treatment, lack of powerful interference delivered at workplace (Kathryn, et al., 2015).

The importance of mental health care has been recognized and being taken in account over the past decade within the organizations. And understanding the possible sources of depression being a part of research carried out in organizational behavior, psychology and human resource (Elizabeth, 2006). Further, being responsive to depression is difficult due to lack of effective intervention by the management and uncertainty about cost of treatment, the relationship amongst depression, chronic medical condition and unemployment as well as lower income.

2.2 Empirical Reviews

Depression is associated to reduced participation rate of workers men and women 46.4 percent and 28.6 percent respectively most important is that depression at workplace affect individuals in their early career and remain familiar throughout their working career, Depression leaves its symptoms against workers retention observed in screened workers leave for any reason, anxiety rate and depressive disorders are more than 10 percent recent studies revealed that the organizations in which workers by any of reason are with high rate of employee turnover is more than 20 percent.

Organizations with high rate of depressive mood of workers are increasing their cost in shape of losing their experienced workers, rehiring of new workers, training of newly hired as well as evaluation of their performance is a cost in itself, Hiring new workers as also a risk in itself that is hired worker fulfilling the job requirement properly or not, so to decrease workers depressed mood organization must take depression into consideration so that they could retain their asset workers with them (Ann & Helena, 2014).

Depressive mood worker will also be a cost for an organization by himself because depressed worker will not concentrate in his work at all Rather than finding new jobs and finding new ways to pass his time at workplace. So, keeping workers productive and sincere with an organization it needs to make sure that workers must be depression free by all means. It is also observed that retention of depressed workers will be an indirect cost that is their presenteeism because worker will not be fully functional because of his mental condition.

Researchers revealed that if depressed worker retains at an organization, he shall provoke other motivated workers as well which will come up with the result of loss of productivity of others as

well and maximum chances of leaving the organization hidden, to overcome all these circumstances an organization should keep its workers motivated at maximum level.

The recent studies have revealed the depressive symptoms among workers at workplace, depression is considered as a leading cause of disabilities worldwide, which results in loss of efficiency by absenteeism. The researchers' belief that depression is going to be worsening the workplace efficiency by 2030 and depression expected to be top disability. For the good interest for the organization and the employees handling to depression must be taken holistic approach to treat such illness timely. The strategic initiative can be more a flexible working hour, workplace environment and promoting work-life-balance can significantly sources of dealing with depression (James & Lea, 2006).

Depressed employees mostly get stuck completing their assigned targets and impliedly forced to stay longer hours at work to accomplish work prior deadline. Further, in the small unstructured organizations such employees are humiliated by the management due to poor performance (Peter & Peter, 2009). So, the moral of workers further weakens the strength to perform assigned duties and responsibilities. The workers are the key assets for today's organization so the management must ensure the employees are motivated, relaxed and productive so that sets of goals can be achieved more effective and efficient way.

Organization pays its workers for working hard and efficiently, it's essential for workers to meet deadlines to deliver result at time why would organizations promote their workers if they do not achieve tasks within the set frame of time, workers have to keep a thing in mind that they have to be proactive for efficiency, workers need to get their work done in given frame of time not only to get appraisal from organization but also from clients who are external delay in work leads poor performance, recent studies revealed that one needs systematic approach to be an efficient at their workplace, To keep workers productive organizations keep thing in mind that do not assign a new task unless they are through to previous, workers tend to be efficient only when they are depression free and maximum engaged with organization.

2.3 Research Framework

As an organization you can notice that workers seem less efficient than usual, they can be seen sick or arriving late to company, having usual accident at work place or less interested at workplace, these workers are suffering from very common illness called workplace depression, (Anderson, 1993). Every gets suffered from blues or feel fatigue time to time if a worker facing these emotions then they need to get treated because nothing else but losing their efficiency which would surely hit the future goals of an organizational objectives of future.

Workers at workplace can be treated effectively without any high cost of hospitalization that is psychological treatments from which you can negotiate with workers by listening their problems

a thing putting them in irritation so by releasing your workers by depression they could be reshaped in efficient workers.

It is very common for workers to pass of depression as they think that it is temporary and they can pull them self out of it (Pagano, 1995). The depression is some time is just because works are being handed over to whom who are not capable to perform particular task, depression is not a virus which effects a health but it puts a worker in a depression which would definitely become a cause of reducing retentions at work place, an acceptable employee turnover at any good organization is 8% if it excess then organization has to find out the reason of workers leaving organization (Ebony, 1995). The study was published in journal of clinical Psychology that depression costs organizations 43 billion a year this loss is directly incurred due to workers absenteeism and leaving organizations. It is important for every organization that an employee should stay with it for a long time because an organization invests in terms of recruiting, interviewing, conducting interviews and on the training and development of workers. It is also observed that treating depression costs 12 billion a year to organizations also 17.5 million workers are affected by depression and 290 million work days are wasted (Shoor, 1994).

Organizations can reduce this height of employee turnover by reducing depression by providing trainings on depression and on other mental disorders to employees and their supervisors these trainings should also be provided to managers that how to recognize the symptoms of depressed employees who can be dropped posture, withdrawn from co-workers, poor deadlines missing deadlines and fatigue etc.

Workers should also identify symptoms of depression in themselves to avoid extreme level of depression that would enhance their efficiency as well as will of doing work effectively.

2.4 Research Hypotheses

H1: Depression has a negative impact on workers' efficiency.

H2: Depression has a negative impact on workers' retention.

3. Methodology

This study looks at the deep consequences by depression and their impact on Retention and efficiency of worker in the organization, depending on the result we identified the factors that keeps healthy effect on retention & efficiency; it also revealed the organization's knowledge about negative effects of being workers depressed.

3.1 Research Approach

This study is based on exploratory research in which the impact of depression on worker's retention and efficiency is explored.

3.2 Research Design

Causal Research was utilized to search an impact of independent variable on dependent variables; there are two possible results of causal studies: a positive impact of independent variable on dependent variables or a negative impact of an independent variable on dependent variables. This study results a negative impact of independent variable on dependent variables.

3.3 Sampling Design

3.3.1 Target Population

The employees from different organizations were targeted by giving them questionnaires to fill it out.

3.3.2 Sample Size

Sample size used for this study was, 280 respondents from different organizations.

3.3.2 Sampling Technique

Non restricted convenience sampling technique has been used.

3.4 Instrument of Data Collection

Questionnaire was used as an instrument for data collection. These measures were developed by Natalie Govaerts (2011), Robert J. Taormina (2011) & Osman M. Karatepe, Ladan Zargar Tizabi (2011), Questionnaire consists of two parts.

- i) In first part, response has been received from employee about the impact of depression on their retention.
- ii) In second part information has been gathered about the impact of depression on the workers efficiency.

The instrument is in the form of closed ended questionnaire. Answers were recorded in the Likert five-point scales.

Strongly agreed = 5, Agree= 4, Neutral= 3, Disagree= 2, strongly disagree= 1

3.4.1 Validity and reliability test

The instrument was pre-tested in order to identify if there are any issues with the instrument and whether it was easy to understand and comprehend the questions or not. Through pretesting it was found that all respondents felt comfortable in responding and found the instrument interesting as well.

Reliability analysis allows studying the properties of scales of measurement and the things that build them up. The Reliability Analysis procedure calculates a number of frequently used

procedures of level reliability and also gives information about the associations between individual items mentioned in the scale. Regression analysis was used to compute reliability estimates (Tutorial, SPSS 17 version).

Table 3.1

Reliability Statistics	
Cronbach's Alpha	No of Items
<i>.602</i>	<i>12</i>

Cronbach's Alpha is the internal consistency of model. Above is the value of Cronbach's Alpha for employees are 0.602 which indicates that the data is consistent.

3.5 Procedure of data collection

Data collection has two methods qualitative and the other is quantitative, Data collected through primary source such as survey and questionnaires are qualitative data this study is based on primary source of data collection and data has been collected from different companies. Data collected through questionnaire consisted of three variables and each variable having 4, 3 and 5 questions respectively.

3.6 Statistical Technique

In this research regression has been used the reason for using regression in statistics, regression analysis includes techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variables (Retention, Efficiency) and one independent variable (Depression), More specifically, regression analysis helps to understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed.

4. Results and Findings

4.1 Descriptive Profile of the Data

Data was collected through questionnaire from employees. Questionnaire had 12 questions and non-restricted convenience sampling technique was used to gather the data. Total 280 questionnaires were filled by different employees from different companies and it is survey base data. Likert scale-based questionnaire used for data collection and every question had five options for an answer.

4.1.1 Table Simple Linear Regression Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.213	.210	.90868

a. Predictors: (Constant), DEPRESSION

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.173	1	62.173	75.298	.000 ^a
	Residual	229.543	278	.826		
	Total	291.716	279			

a. Predictors: (Constant), DEPRESSION

b. Dependent Variable: EFFICIENCY

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.861	.155		31.417	.000
	DEPRESSION	-.464	.053	-.462	-8.677	.000

a. Dependent Variable: EFFICIENCY

Interpretation

In order to check the impact of depression of worker's efficiency regression test has been applied after applying regression, it has been statically proved that depression has a negative impact on worker's efficiency, as the significant value is less than 0.05; it proves that the depression has a negative impact on worker's efficiency, which means our H1 has been accepted.

H1: Depression has a negative impact on workers' efficiency.

4.1.2 Table Simple Linear Regression Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579^a	.335	.333	.97674

a. Predictors: (Constant), DEPRESSION

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.609	1	133.609	140.049	.000^a
	Residual	265.216	278	.954		
	Total	398.825	279			

a. Predictors: (Constant), DEPRESSION
b. Dependent Variable: RETENTION

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.735	.166		28.469	.000
	DEPRESSION	-.680	.057	-.579	-11.834	.000

a. Dependent Variable: RETENTION

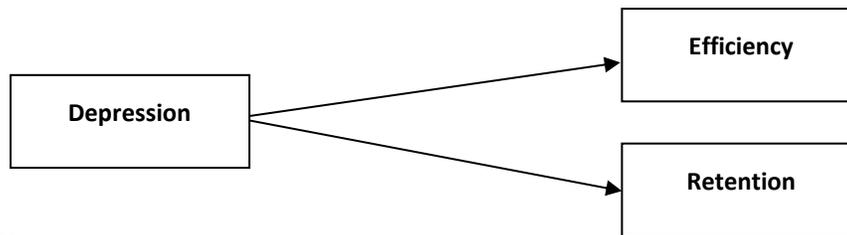
Interpretation

In order to check the impact of depression of worker's regression test has been applied after applying regression, it has been statically proved that depression has a negative impact on worker's retention, as the significant value is less than 0.05; it proves that the depression has a negative impact on worker's retention, which means our H2 has been accepted.

H2: Depression has a negative impact on workers' retention.

4.2 Validation of Model

Research Model (Self Developed)



Whereas,

Dependent Variables

- i. Retention
- ii. Efficiency

Independent Variable

- i. Depression

4.3 Hypotheses Testing

Depression was taken as an independent variable while efficiency and retention were taken as dependent variables. The reliability was examined using Cronbach's alpha value (0.602) which is generally agreed. Our Cronbach's alpha value suggests satisfactory level of reliability. The sig-value less than 0.05 said to be significant, hence sig-value is 0.000 which is less than the significant level, which shows that Depression has a negative impact on workers' retention and efficiency.

4.4 Hypotheses Assessment Summary

H1: Depression has a negative impact on workers' efficiency

H2: Depression has a negative impact on worker's retention

5. Conclusion, Discussion, Implications, Limitations and Recommendations

5.1 Conclusion

One of the most vital issues being faced by the organizations is to identify the cause of depression among their workers, almost every company is facing a great time of change in structure that is overseas outsourcing, downsizing and global reforms because of these changes workers are less probable to rise up with efficiency, there are several more issues identified that are the cause of high turnover and losing efficiency among workers which are unfulfillment of basic needs, workload depression & unhealthy environment to work are the most addressable issues in the organizations and effecting workers' retention and efficiency badly. Organizations need to address these issues in order to obtain efficient works and on the other hand workers need to be put constant learning programs to overcome depression.

Most of the times workers experience problem related to personal, professional and career development, which would directly effect on efficiency and retention as well as company's success in order to achieve long term strategic goals. It was identified that of these issues remain unsettled for a specific period of time then it would definitely crash the worker's talent to perform efficiently.

5.2 Discussion

Depression is the cause of losing retention and efficiency among workers, training and development programs are the key to overcome these core issues training and development programs deal with several types of problems other than efficiency and retention that are tensions in workers, verbal abuse and job disappointment in workers these issues create depression due to which works do not feel like to work (Pamela & Julie, 1997)., they remain absent from job, they resist by taking responsibilities depression can be seen in shape of alcoholism, separation from co-workers, lack of sleep and sadness, companies must show eagerness towards addressing these issues when companies take serious notice towards these issues then workers start feeling satisfaction and feel secure because they know that organization cares about their problems,

5.3 Implications

Depression is explained as a sadness which includes gain or loss of hunger, sleeping disorder, debility, reduction of body movements and thoughts, perception of being worthless, loss of joy in something commonly enjoyed, Companies' success directly based on the performance of their worker. To get work efficiently and to retain workers with it company must focus on the symptoms of depression that are visible in workers. This study clearly proved through statistics that depression has a negative impact on workers retention and on their efficiency; Organizations should address depression in order to get efficient and healthy workers and their healthy participation in achieving organizational vision.

5.4 Limitations

This study has same limitations, among them the particular cases study on shipping companies. As for this, evidence is constrained to just a single area and generalization may not be conceivable. Despite the fact that it is essential to understand the impact of depression on workers retention and efficiency. The generalizability of these study findings may be limited. This study includes only Pakistani samples, so the generalization of results may be complicated. The data collection was limited to organizations.

5.5 Recommendations

A number of recommendations that can be considered and done for future research

- (i) Selection of sample should be distributed more evenly rather than concentrating in one particular area. The result will be more representative and convincing
- (ii) Other variables should be looked upon in order to get more appropriate results. For example, future research can be done to check the impact of following different areas of depression
 - Impact of depression on Teamwork
 - Impact of depression on time efficiently used in organization
 - Impact of depression on employee perception of career path

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