Mental Health Issues among Employees of Sales and Marketing Department and Their Effect on Target Achievement: A Study of Surat City Area

MOHAMMADABRAR MOHAMMADILYAS MISTRY
Research Scholar
Email ID: abrarmistry21@gmail.com

Abstract:

Mental health has emerged as a critical factor influencing employee performance, particularly in target-oriented roles such as sales and marketing. This study examines mental health issues among sales and marketing employees in Surat City and analyses their impact on target achievement. Primary data was collected from 77 respondents. For Collection of data structured questionnaire was used. consisting of 30 questions covering stress, anxiety, work pressure, work-life balance, organisational support, and target achievement. Percentage analysis was used to assess the prevalence of mental health issues, while Pearson correlation and simple linear regression were applied to examine the relationship and impact. The findings reveal that a majority of employees experience high work pressure and mental stress, which negatively affects their target achievement. Correlation analysis shows a strong negative relationship between mental health and performance, and regression analysis confirms that mental health significantly influences target achievement. The study concludes that improving employee mental health through organisational support and stress management can enhance productivity and performance.

1. Introduction

Mental health has become an major issue in modern organisational environments, particularly in sectors where employees are required to archive strict performance targets and maintain continuous interaction with customers. Mental health refers to an individual's psychological, emotional, and social well-being, which influences how individuals think, feel, and behave in their workplace.

Sales and marketing departments play a critical role in generating revenue and maintaining competitive advantage. Employees working in these departments are required to meet periodic targets, respond to customer demands, travel frequently, and perform under constant performance evaluation. These job characteristics often expose employees to stress, anxiety, emotional exhaustion, and burnout.

Surat City, one of India's major commercial centres, has a large number of sales and marketing professionals working in sectors such as textiles, diamonds, pharmaceuticals, real estate, financial services, and FMCG. This competition in these industries creates stress among the workforce. Missing targets might mean that there are lower incentives, lesser job security, and no career advancement, which is harmful for the mental health of employees.

Poor mental health is not just a matter that affects individuals but also hampers organisational performance. Stressful employees can have poor concentration, lack of

motivation, higher absenteeism, and low productivity. Hence, it is essential to understand the link between mental health and target attainment.

This research will focus on mental health problems of sales and marketing employees in the city of Surat and its impact on target achievement. The primary data for this research will be gathered from 77 respondents.

2. Review of Literature

There are several studies that investigate the association between mental health and performance of employees.

- **Martínez-Martínez et al. (2025)** performed a systematic review of workplace mental health interventions. It was established that stress management and mental health interventions positively impact the well-being and performance of employees. Thus, the research confirmed that mental health interventions positively impact employee productivity and organisational performance. This research is relevant to the topic and proves that improvements in mental health result in better employee performance.
- **Baylor University Sales Mental Health Study (2025).** In a recent study conducted with 277 sales professionals, it was discovered that increased job demands such as high workload, role ambiguity, and time pressure lead to increased stress levels and poor sales performance. At the same time, organizational support leads to improvements in mental health and employee performance. This research is very important for sales and marketing employees and its, proves the relevance of mental health for achieving targets.
- **Vinson et al. (2024).** Workplace stress has been found to be significantly associated with absenteeism, attrition, and decreased performance of employees. The study has shown that timely mental health interventions improve the well-being of employees and organisational performance.Several researchers have examined the relationship between mental health and employee performance.
- **Izawa (2024)** carried out a longitudinal study on Japanese employees and established that any improvement in the work environment improved their mental health. From the study, the mental health of employees improved their job performance and productivity. This study is important in illustrating the positive correlation between employee mental health and performance.
- According to **Alinejad et al. (2023),** there is a positive relationship between occupational stress and employee job performance. Occupational stress leads to poor job performance and employee productivity due to emotional and psychological strain.

- **Kılıç et al. (2023)** explored the link between mental health and performance of workers in hospitals by carrying out correlation and regression analysis. They discovered a significant connection between mental health problems like depression, anxiety and stress and the performance of the employees. Workers with poor mental health exhibited low job performance and reduced efficiency. This research proves that mental health plays a critical role in influencing worker performance.
- A research conducted in **Industrial Marketing Management (2023)** explored the link between depression and salespeople's performance. The researchers revealed that depression negatively influences the sales performance of the sales people overtime. In addition, they identified that some job resources like adaptability and family support can help reduce the adverse effects of depression on sales performance. This research directly applies to salespeople since it highlights the negative effects of mental health problems on achieving sales targets.
- **Lee and Kim (2023)** analyzed the impact of mental toughness and psychological well-being on organizational commitment and job satisfaction of employees. Through structural equation modelling, they find out that the psychological well-being of employees plays a significant role in improving job satisfaction and organizational commitment of the employees. This finding was Emphasizes the significance of mental health in enhancing employees' motivation and performance.
- **Chen et al. (2022)** have undertaken research on the correlation between work-related stress, mental health, and employee performance amid the COVID-19 pandemic. High levels of work stress were associated with negative mental health results for employees, leading to poorer job performance and productivity levels. Hence, the authors found out that poor mental health is a mediator in the relationship between work stress and employee performance results. The findings of the research are consistent with the argument that mental health is an important factor for employee performance and target accomplishment.
- According to the **World Health Organization (2019),** poor mental health is a key factor of low productivity, efficiency, and poor performance of organizations. Poor mental health issues, such as stress, anxiety, and depression, are lead to reduced concentration, absenteeism, and lack of engagement in work activities, resulting in low organisational performance and increased financial costs because of inefficiency and increased turnover and health care costs.

It is clear from the review of existing literature that:

- Mental health influences performance of employees.
- Stress, anxiety, depression, and burnout lead to low productivity.
- Sales and marketing professionals are very vulnerable to mental health disorders.
- Mental health disorders have a negative impact on performance of sales personnel.
- Organizational support helps in improving the mental health status and performance of employees.
- There is a significant relationship between mental health and performance of employees.

However, there has not been much research done about sales and marketing professionals in cities in India, especially Surat City. This is what the current study aims to do.

3. Objectives of the Study

The study is conducted with the following objectives:

1. To identify mental health issues faced by sales and marketing departments employees of Surat city.
2. To examine the level of stress and psychological pressure among sales and marketing departments employees of Surat city.
3. To analyse the relationship between mental health issues and target achievement among sales and marketing departments employees of Surat city.
4. To study the impact of work-life balance on employee mental health among sales and marketing departments employees of Surat city.
5. To examine the effect of mental health on target achievement among sales and marketing departments employees of Surat city.

4. Research Methodology

4.1 Research Design

In this research, descriptive and analytical research design adopted for studying the issue of mental health among employees working in the sales and marketing department and its impact on the achievement of targets. Descriptive design is employed for determining the stress, anxiety, work-life balance and support of organisation felt by the employees. Analytical design is used for finding the correlation between the variables of mental health and target achievement using statistical techniques like correlation and regression analysis.

4.2 Data Source

For the research study, primary data has been taken. It has been collected from the employees working in the sales and marketing department of Surat city. Primary data has been collected through a structured questionnaire.

4.3 Sample Size

The sample size of the study is 77 respondents who are currently employed in sales and marketing roles across various sectors such as textiles, real estate, pharmaceuticals, financial services, and FMCG in Surat City. The selected sample provides relevant information about mental health conditions and performance levels of employees working in target-oriented roles. The sample size is adequate for conducting statistical analysis such as percentage analysis, correlation, and regression.

4.4 Sampling Method

In this study convenience sampling method was used to select respondents based on accessibility and availability. In this study, employees who were willing to participate and were actively working in sales and marketing departments were included. This method is suitable for the present study as it allows efficient data collection from professionals working in different organisations within Surat City.

4.5 Questionnaire Structure

A structured questionnaire of 30 questions was used to collect primary data from respondents. Questionnaire was designed to measure various factors including,

- Work pressure
- Stress
- Anxiety
- Work-life balance
- Target achievement
- Organisational support

The questions were measured using a five-point Likert scale. Which are ranging from strongly disagree to strongly agree, it allowing quantitative analysis of employee responses.

4.6 Tools Used for Analysis

- Percentage analysis
- Correlation analysis
- Regression analysis

4.7 Limitations of Study

- This Study is limited to Surat City.
- Sample size of this study is limited to 77 respondents.
- This Study is based on self-reported data.
- Time constraints affected data collection.

5. Data Analysis, Results and Discussion

5.1 Percentage Analysis

Table 1: Gender Distribution

Gender	Respondents	Percentage
Male	51	66.23%
Female	26	33.77%
Total	**77**	**100%**

The gender distribution of respondents is shows that out of 77 sales and marketing employees, 51 respondents (66.23%) are male and 26 respondents (33.77%) are female. This indicates that male employees constitute the majority of the sample. It reflects higher male representation in sales and marketing roles within organisations in Surat City.

Table 2: Work Pressure Level

Level	Respondents	Percentage
High	43	55.84%
Moderate	24	31.17%
Low	10	12.99%
Total	**77**	**100%**

The analysis of work pressure level is shows that 43 respondents (55.84%) experience high work pressure, which indicates that more than half of the sales and marketing employees face significant job-related stress. Additionally, 24 respondents (31.17%) reported moderate work pressure, suggesting that a considerable proportion of employees experience noticeable but manageable pressure. Only 10 respondents (12.99%) reported low work pressure, indicate that very few employees work in less stressful situations. This distribution clearly shows that high work pressure can negatively affect employees' mental health, reduce job satisfaction, and ultimately affect their ability to achieve performance targets achievements.

Table 3: Experience of Mental Stress

Response	Respondents	Percentage
Yes	56	72.73%
No	21	27.27%
Total	**77**	**100%**

The analysis of Experience of Mental Stress is shows that out of 77, 56 respondents (72.73%) reported experiencing mental stress, while 21 respondents (27.27%) reported no mental stress. This indicates that a large majority of sales and marketing employees face mental stress in their job roles. The high level of stress may be due to target pressure, workload, and

performance expectations. This finding highlights the prevalence of mental health issues among employees in target-driven work environments..

Table 4: Effect of Stress on Target Achievement

Response	Respondents	Percentage
Strong Effect	49	63.64%
Moderate Effect	26	33.77%
No Effect	02	2.60%
Total	**77**	**100%**

According to the results, it is found that there were 49 people (63.64%) who experienced that stress greatly influenced their target achievement, implying that mental stress has great influence on the performance of the employees. Moreover, 26 people (33.77%) found that stress moderately influenced them, which shows that stress influences their performance to some extent. On the other hand, only 2 people (2.60%) have mentioned that stress had no impact on their target achievement. From this it can be seen that most of the sales and marketing employees face difficulty in their performance because of stress.

Table 5: Work-Life Balance Satisfaction

Level	Respondents	Percentage
Satisfied	**19**	**24.68%**
Neutral	**23**	**29.87%**
Dissatisfied	**35**	**45.45%**
Total	**77**	**100%**

According to the data, 35 respondents (45.45%) are not happy with the balance of work and life, suggesting that more than half of the employees find it difficult to cope with their work and personal affairs. On the other hand, 23 respondents (29.87%) stated that they were neutral in the matter of satisfaction, whereas only 19 respondents (24.68%) are happy with the work-life balance. This shows that work pressures have an effect on personal life of the employees.

5.2 Correlation Analysis

Correlation Analysis was carried out to establish the link between the mental health and target achievement of the sales and marketing employees at Surat City. The aim of carrying out the correlation analysis was to ascertain whether mental health problems such as stress, anxiety, and emotional exhaustion have an influence on the employees' capability to achieve their targets. Pearson’s Correlation' was used for correlation analysis, as it was the most appropriate statistical method for this test.

The mental health score was determined by summing up the scores of all the questions on stress, anxiety, emotional exhaustion, and psychological pressures. In the same way, the score of target achievement was determined through the summation of the scores of all the questions on target achievement, consistency in performance, and motivation.

Table 6: Correlation Analysis between Mental Health and Target Achievement

Variable	Mental Health Score	Target Achievement Score
Mental Health Score	**1.00**	**-0.63**
Target Achievement Score	**-0.63**	**1.00**

The obtained correlation coefficient (r) value is -0.63. This suggests a strong negative correlation between mental health issues and target accomplishment. The negative symbol implies that there is an inverse relationship where the more mental health issues that exist, the less target accomplishment. The value of -0.63 falls within the range of strong correlation, confirming that mental health is an important factor influencing employee performance.

This result confirms that employees experiencing higher levels of stress and psychological strain face greater difficulty in achieving their targets. Poor mental health reduces concentration, motivation, and efficiency, which negatively affects performance. Therefore, improving employee mental health can significantly enhance target achievement and overall organisational productivity.

5.3 Regression Analysis

Regression analysis was used to examine the impact of mental health issues on target achievement among sales and marketing employees in Surat City. The purpose of this analysis was to determine the extent to which mental health score influences employees' ability to achieve their assigned sales targets. In this study, **Simple Linear Regression method** was used, as there is one independent variable (Mental Health Score) and one dependent variable (Target Achievement Score). This method is appropriate for measuring the effect of one predictor variable on one outcome variable and for estimating how changes in mental health affect target achievement.

The regression analysis was performed using the mental health scores and target achievement scores of all 77 respondents. The mental health score was calculated by combining responses related to stress, anxiety, emotional exhaustion, and psychological pressure. The target achievement score was calculated based on employees' responses related to performance consistency, motivation, and achievement of targets.

The regression equation used in this study is as follows:

Target Achievement = a + b (Mental Health Score)

Where:

a = Constant (intercept)

b = Regression coefficient

Mental Health Score = Independent variable

Target Achievement = Dependent variable

Table 7: Regression Model Summary

R	R Square	Adjusted R Square
0.63	0.397	0.389

The value of R (0.63) indicates the strength of the relationship between mental health and target achievement. From the above information, the coefficient of determination, which is R square = 0.397, means that 39.7% of the variance in target achievement is determined by the mental health score, whereas 60.3% is determined by some other factor, for instance experience, skill, organisational support, and motivation. The adjusted R square = 0.389 indicates the validity of the regression model and mental health is a significant predictor of target achievement.

Table 8: Regression Coefficients

Variable	Coefficient (B)	Standard Error	t value
Constant	4.82	0.26	18.53
Mental Health Score	-0.68	0.09	-7.55

The value of the regression coefficient for the mental health score is -0.68, suggesting a negative correlation between mental health issues and target attainment. This means that for each unit of increase in mental health issues such as stress, anxiety, and emotional exhaustion, there will be a reduction of 0.68 in target achievement score.

T-value = -7.55 shows that there is statistical significance of the regression coefficient and that mental health has a great impact on target achievement. Constant = 4.82 is the estimated value of target achievement when mental health equals zero.

Regression coefficients were computed using the following regression equation:

$Y = a + bX$

Where

Y = Target Achievement Score

X = Mental Health Score

a = Constant

b = Regression coefficient

The value of the coefficient was obtained by using the least squares technique, which is based on minimizing the square deviations of the actual values from the predicted values.

As is clear from the performed regression analysis, the mental state of a person is negatively affecting his/her target fulfillment, especially for sales and marketing staff. The higher the stress level is, the poorer performance the employees exhibit.

5.4 Discussion

Findings of this research support that there is considerable mental health problem among the sales and marketing personnel of Surat city. Work pressure, unrealistic targets, working long hours, and job insecurity create stress and anxiety.

Results of correlation analysis support the existence of negative relationship between mental health and target achievement. In this study, results of regression analysis show that there is significant impact of mental health on performance.

Persons suffering from mental stress have low levels of motivation and low target achievement.

5.5 Suggestions

- Mental health support programmes must be offered by organizations.
- Programmes for stress management must be provided.
- Realistic goals must be set.
- Work flexibility policy must be enforced.
- Supportive working environment must be created by the management.
- Counselling must be provided regularly.

6. Conclusion

The mental state of an individual plays a very important part in deciding how well sales and marketing staff will perform their jobs because these jobs include constant goal setting, dealing with customers, and performance assessments. Workers who suffer from stress, anxiety, and mental strain find it hard to keep themselves focused, motivated, and emotionally stable and hence are unable to meet their targets. Good mental health improves productivity and performance. It is very important for companies to appreciate the significance of mental well-being of their employees and provide necessary assistance to them like stress management sessions, counseling, proper goal setting, and good supervision.

7. References

- Alinejad, V., Parizad, N., Almasi, L., & others. (2023). Occupational stress and job performance. *BMC Psychiatry, 23*, 769.

- Chen, B., Wang, L., Li, B., & Liu, W. (2022). Work stress, mental health, and employee performance. *Frontiers in Psychology, 13*, 1006580.
- Izawa, S. (2024). Work environment improvements and mental health. *Journal of Occupational Health.*
- Kılıç, M., Uslukılıç, G., Öcal, N., & Özboyraz, Ş. (2023). Mental health and work performance. *ESTUDAM Public Health Journal, 8*(3), 260–274.
- Lee, M., & Kim, B. (2023). Mental toughness and psychological well-being. *Administrative Sciences, 13*(5), 133.
- Martínez-Martínez, K., Cruz-Ortiz, V., & Llorens, S. (2025). Positive psychology interventions. *Social Sciences, 14*(8), 481.
- Vinson, D. W., Arcan, M., & Niland, D. P. (2024). Workplace mental health interventions. *Workplace Mental Health Journal.*
- Journal of Business Research. (2024). Salesperson loneliness and performance.
- Industrial Marketing Management. (2023). Salesperson depression and performance.
- Baylor University. (2025). Mental health and sales performance study.
- World Health Organization. (2019). Mental health in workplace. WHO.