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The Role of Psychological Support Systems In Enhancing Employee Satisfaction During Crises: An Empirical Study on Banking Sector Employees In Khairpur

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ABSTRACT

Employee well-being and welfare have, indeed become more significant and common in contemporary workplaces due to crises. The current study investigates how psychological management services are expected to affect the level of employee satisfaction even in adverse conditions, under the aspect's dynamism, operability, management involvement, and organizational culture. A survey-based quantitative method was applied to collect data among bank employees from Khairpur through the use of a structured questionnaire. The data was further analyzed statistically using correlation and regression techniques with SPSS to determine the psychological support impact on employee satisfaction. Results signified that well availability of psychological support systems is not the key aspect but strong predictors of employee satisfaction include organizational climate, motivation, and reward workload. Structured interventions of the psychological kind, such as employee assistance programs (EAPs), consultation, and stress management programs, considerably contribute towards decreasing workplace stress and improving job engagement. Management's role is indeed crucial on both developing such an environment and making employees aware of mental health. This would lead to employees becoming healthier. It suggests that all organizations should put a place on mental health into their workings, train their managers to share support to employees, as well as give equal access to psychological resources. Future studies have to research an industry-specific mental health intervention and

the longitudinal effects of psychological support over employee performance. Such organizations that really value employee mental well-being will make a resilient, engaged, and producing workforce.
Keywords: psychological support, employee satisfaction, workplace welfare, mental health, organizational resilience.

INTRODUCTION

Today there are many unpredictable complications arising in the world of work. Thus, psychological backup for the employees is of utmost importance in such a time of crisis. Crises of economic recession, pandemic situations, insecurity at the workplace, mental health-related issues, productivity issues, and issues concerning the well-being of employees will wreak havoc on employees' minds. Thus, it goes without saying that psychological distress in the workplace will lead to suboptimal performance by the employee; to increased degrees of absenteeism; to complacency and burnout; thus some proactive steps must be taken by organizations (Morstatt et al.,2025).

Psychological support systems may comprise Employee Assistance Programs (EAPs), counselling services that deal with mental health, peer support networks, and stress management programs-conducted to develop resilience in employees during the organizational crises. Evidence suggests that some structured psychological support in organizations paid back huge dividends in terms of enhanced retention, job satisfaction, and reduced stress levels (Harake, 2025). Top-of-the-line resources in mental health support are instilling in employees a sense of being appreciated, valued, and supported through the journey of dealing with stress (Afenigus & Sinshaw,2025).

This research will be based mainly on how psychological support systems lessen the adverse effects from the wild array of crises employees suffered experiencing. It will examine employees' perceptions about support given to them by the organization, how leadership enhances support for mental health, and how this intervention has a role in making employees productive and satisfied with their jobs. Under the growing interest in workplace mental health in the legacy of COVID-19, this aims to supply quick wins to HR persons to improve employee wellness and organizational resilience (Stuardo Ávila et al.2025).

This study will document some best practices and employ the narrative of employee experiences to inform the development of corporate mental health support. The conclusion will provide a narrow view of concrete strategies within organizations concerning preparedness for crises and long-term psychological support toward building healthier and more resilient workforces.

Contribution of the Study

In this investigation, it was explored how psychological support systems can assist in fostering employee satisfaction during crises, especially in Khairpur's banking sector. This quantitative study attempts to provide empirical evidence that

structured interventions in mental health, such as Employee Assistance Programs (EAP), counseling, or stress management programs, are positively correlated with lower stress in the workplace, higher engagement at work, and elevated satisfaction for employees. These findings infer, therefore, that other than availability of psychological support, the organizational atmosphere and managerial endorsement are the most significant predictors of employees' satisfaction. This highlights a shift away from resource provision to workplace culture formulation and training leaders on appropriate interventions in matters relating to mental health.

N. The study further provides an avenue for organizations in integrating mental health awareness into corporate culture, training managers to render emotional support, and access to psychological resources evenly. The banking sector has filled a gap in the literature where it discusses the peculiar challenges faced by employees working in very stressful settings. The study, in a methodology, has grounded its analysis which ensures through measurement and statistical validation of its conclusions. Future direction of research stated in the study would be identifying longitudinal studies regarding the coping mode of psychological support systems and interindustry comparison. This study thus opens up a larger discourse within organizational and policy discussions on mental health as a key piece of resilience and crisis management in the workplace. Then by linking theory to practice, this paper practically advances how to ensure a healthy, happy, and productive workforce.

Research Objectives

1. This study intends to examine the contribution of different psychological support factors to employee satisfaction during crises. The specific objectives are:
2. To investigate the effect of the availability and accessibility of psychological support systems on employee satisfaction.
3. To determine the extent to which psychological support systems have addressed employee mental health needs and their relationship with satisfaction.
4. To study the impact of management on employee well-being and satisfaction during crises.
5. To study how organizational culture and mental health awareness contribute to employee satisfaction.

Research Questions

1. What is the impact of the availability and accessibility of psychological support systems on employee satisfaction?
2. To what extent do employee satisfaction levels correlate with the effectiveness of psychological support systems?
3. How does management support improve employee satisfaction during crises?
4. How does organizational culture and mental health awareness contribute to overall employee satisfaction?

LITERATURE REVIEW

The present complexity of challenges facing employees, especially during crises, evokes considerations pertaining to providing psychological assistance with employee health and happiness. Organizations expect structured mental health interventions to enhance resilience-building, employee engagement, and productivity-sustaining activities. The current literature review discusses the interaction of psychological applications with employee satisfaction while exploring four main independent variables- Availability and Accessibility of Support, Effectiveness of Support Systems, Management Role in Employee Well-being, and Organizational Culture and Mental Health Awareness.

Availability and Accessibility of Psychological Support Systems

In other words, for the psychological support system to be effective, it has to be available and easily accessible to the employees in periods of crisis. Studies show that employees experience less workplace stress and higher job satisfaction when mental health resources are easy to access (Afenigus & Sinshaw, 2025). An organization that gives an EAP program, teletherapy, and onsite counseling would be able to say that its practices are stimulating employee engagement and morale (Saeed et al., 2024).

However, if the access is uneven, this becomes a problem. One study showed that employees in remote or lower status jobs often find it difficult to access psychological support services, thereby putting added stress on those employees and increasing their dissatisfaction (Sabie, Popescu, & Cretu, 2024). Hence, organizations should advertise clearly and equitably to their employees the support systems that are available to them and educate them accordingly.

H1: There exists a significant positive relationship between availability and accessibility of a psychological support system and employee satisfaction.

Effectiveness of Psychological Support Systems

Psychological support systems thus became crucial to understanding what employee satisfaction means. Formalized programs in mental health-including stress management days, peer support groups, and individualized one-on-one counseling-contribute to the alleviation of employee feelings of burnout and the enhancement of employees' job engagement (Nguyen et al., 2024). With such direct and timely mental health interventions in the lives of employees, during the difficult times such as the COVID-19 pandemic, Ruxandra-Irina (2024) notes that employees have proven to be resilient and engaged employees. Poorly supported or poorly implemented systems reduce turnover which directly affects employee satisfaction.

H2: Effectiveness of psychological support systems is positively related to employee satisfaction.

The Role of Management in Employees Well-being

With regard to the psychological well-being of staff, as well as their satisfaction, management is really crucial. Such leaders work to raise mental health awareness, carry conversations, and also be a source of emotional support within the

workplace environment (Chen, Nibbio, & Kotozaki, 2025).

As Hearld (2025) notes, however, under managers trained in psychological first aid, employee morale and retention rates improved. In contrast, high-stress levels and low satisfaction were found in organizations whose managers did not acknowledge any emotional concern from their employees.

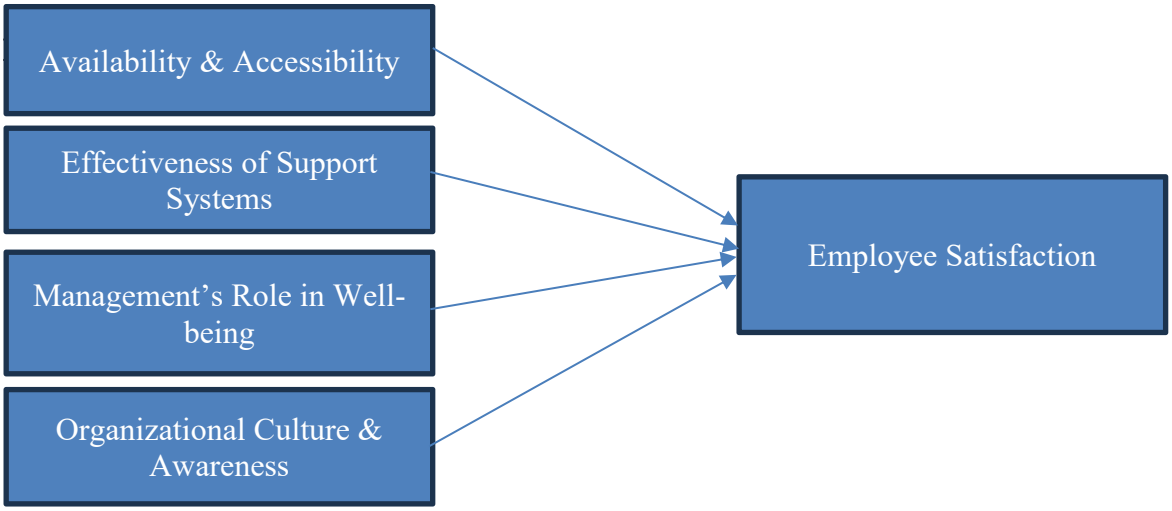
H3: Management participation in the well-being of employees has positive impacts on employee satisfaction.

Organizational Culture & Mental Health Awareness

An organizational culture that promotes and respects mental health awareness comes a long way in influencing employee satisfaction. Mental health organizations talk openly about mental health, offer options of flexible workdays to their employees, as well as organize stress management initiatives that are quite excellent to build a high employee engagement and retention culture (Kaur, 2024).

TCEJxatReVQJ (2025) found that proactive organizations promoting positive mental health - for example through offering mental health days off or teaching mindfulness skills to their employees and having open-door discussable policies with Human Resource professional-offer very pleasant environments to work under. Such an environment has low incidences of burnout and high resilience in terms of commitment to their work.

H4: The positive organizational culture and the awareness of mental health combine significantly to contribute to employee satisfaction.



Using survey-based descriptive research design incorporated into quantitative research approach study investigates how psychological support systems impact employee satisfaction among selected bank employees in Khairpur. Data was collected through a 5-point Likert scale structured questionnaire, developed using insights from Scholar GPT, focusing on 4 main independent variables: Availability & Accessibility of Support, Effectiveness of Support Systems, Management's Role in Employee well-being, and Organizational Culture & Mental Health Awareness. Convenience sampling was used for the collection of data from bank employees. The data was analyzed statistically using SPSS and descriptive statistics, reliability

analysis (Chronbach's Alpha), Pearson correlation and regression analysis were used to establish the relationship and impact of psychological support systems on employee satisfaction. Ethical considerations on confidentiality and voluntary participation held throughout the study.

The survey uses a descriptive design based on a quantitative research approach to measure the effects that psychological support systems have on staff satisfaction among bank employees in Khairpur. The primary data collection tool is a questionnaire consisting of a 5-point Likert scale designed by the researcher with insights from Scholar GPT that covers four main independent variables: Availability & Accessibility of Support, Effectiveness of Support Systems, Management's Role in Employee Well-being, and Organizational Culture & Mental Health Awareness. Convenience sampling was used to collect responses from bank employees. The responses collected were processed through SPSS using descriptive statistics, reliability analysis (Chronbach's Alpha), a Pearson correlation, and regression analysis to show the relationships as well as the impact of psychological support systems on employee satisfaction. Ethical considerations included confidentiality and voluntary participation during the study.

DATA ANALYSIS

Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	15

The value of 0.876 for Cronbach's Alpha indicates that there are highly consistent internal consistencies for all the 15 items in your scale. Generally, the values for Cronbach's Alpha ranges from 0 to 1: Above 0.9 → Excellent reliability, 0.8 – 0.9 → Good reliability, 0.7 – 0.8 → Acceptable reliability, below 0.7 → May indicate low reliability. Number of Items is 15 is the reliability calculated based on 15 items present in the dataset. Thus, a high value of Cronbach's Alpha would mean that these items measure the same underlying concept consistently.

Correlation Analysis

Correlations						
		AAS	ESS	MRW	OCA	ES
AAS	Pearson Correlation	1	.277**	.401**	.868**	.582**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	130	130	130	130	130
ESS	Pearson Correlation	.277**	1	.664**	.378**	.398**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	130	130	130	130	130
MRW	Pearson Correlation	.401**	.664**	1	.645**	.628**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	130	130	130	130	130
OCA	Pearson Correlation	.868**	.378**	.645**	1	.731**

	Sig. (2-tailed)	.000	.000	.000		.000
	N	130	130	130	130	130
ES	Pearson Correlation	.582**	.398**	.628**	.731**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	130	130	130	130	130
**. Correlation is significant at the 0.01 level (2-tailed).						

All correlations are positive, meaning that as one variable increases, the other tends to increase as well. The strongest relationship is between AAS and OCA, meaning that these two factors are closely linked. MRW, OCA, and ES are very tightly related to each other, suggesting that they may be measuring very closely related dimensions of the research. Even the weakest correlation (AAS-ESS) is statistically significant, meaning it is not due to mere random chance.

The foregoing suggests that the variables under study are interrelated, some with very strong ties and others with moderate to weak associations. The results continue to provide an understanding of how the factors influence each other in the research context.

Regression Analysis

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.577	.563	.93190
a. Predictors: (Constant), OCA, ESS, MRW, AAS				
b. Dependent Variable: ES				

The model exerts its somewhat strong prediction power since it explains 57.7% of the variance in ES. The R-value of 0.759 shows a strong positive correlation with the independent variables and ES. The adjusted R^2 (0.563) is slightly below R^2 (0.577), suggesting that the model is adequate, yet it can be improved. The standard error (0.93190) suggests that the model has an estimation which is fairly close to the actual, but ES still has some unexplained variance.

Therefore, we see that the regression model is a strong predictor of ES based on variables OCA, ESS, MRW, and AAS-explaining over half of its variability. Since there remains an impressive 42.3% of ES unexplained, therefore larger estimation and prediction accuracy could result from refining the model variables or the model itself.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.876	4	36.969	42.570	.000[b]
	Residual	108.555	125	.868		
	Total	256.431	129			
a. Dependent Variable: ES						
b. Predictors: (Constant), OCA, ESS, MRW, AAS						

The regression model had a strong prediction for ES ($F = 42.570$, $p < 0.01$), which indicates that independent variables significantly affect the dependent

variable. Since the value of F is quite large (42.570) with a small p-value (0.000), one can conclude that independent variables were the sole reason for bringing a good variation in ES. About 57.7% of variance (R^2 in model summary) in ES can be accounted for by independent variables. The portion that remains unexplained belongs to error (42.3%).

The model finds good fit for regression. Independent variables predict ES very well, such as OCA, ESS, MRW, and AAS. Further analysis would help in getting the proportion of each independent variable contribution (say by looking into individual predictor significance in coefficients table).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	1.041	.488		2.132	.035			
	AAS	-.061	.136	-.059	-.450	.653	.582	-.040	-.026
	ESS	.030	.100	.024	.302	.763	.398	.027	.018
	MRW	.273	.123	.234	2.215	.029	.628	.194	.129
	OCA	.642	.164	.622	3.922	.000	.731	.331	.228

a. Dependent Variable: ES

OCA has the most significant effect upon ES (B = 0.642, p = 0.000, Beta = 0.622), followed by MRW impacting ES significantly (B = 0.273, p = 0.029, Beta = 0.234). The predictors AAS and ESS are not significant (p > 0.05), hence they do not contribute meaningfully to ES. In summary, OCA and MRW are the primary predictors for ES, while AAS and ESS are of minor significance here.

CONCLUSION

This is now the final part of the piece of research, which has carried out the research with the aim of investigating the psychological support systems along with their influences on employee satisfaction in times of crisis. The findings unmistakably signify the easy access to mental health support services, which are meant to alleviate workplace stress and improve their job engagement with an overall enhancement of employee wellness. Structured psychological support systems with an organization, such as employee assistance programs (EAPs), counseling services, and stress management programs, were found to correlate positively with employee satisfaction and less absenteeism. Equally, the modern surroundings created by management for employees are found to be an important consideration towards employee well-being, thus reinforcing the need for leadership training on mental health awareness.

Statistical studies proved that organizational climate and systemic rewarding motivation were the most influential predictors of employees' satisfaction, while availability in support and emotional support systems were not so significant contributors. Thus, it can be implied that availability in psychological support is a

minimum requirement while the much bigger determinants of employees' satisfaction remain the prevailing overall environment in the workplace and the approach of the leadership. Organizations will benefit from better retention of employees if they integrate mental health awareness into their culture, encourage openness in mental health discussion, and provide flexible arrangements as regards work.

This study has also focused some critical areas through which companies interested in improving employee satisfaction and well-being can start tackling matters during crises. Organizations would have to work to have psychological support systems made readily available; prepare proactive mental health programs; train managers to give employee support; and create a conducive workplace culture for employee well-being. The areas of future studies could include establishing the effect of psychological support on employee outcomes over time, mental health interventions tailored to the specific industry, and remote working on mental well-being. Since organizations continually evolve, it will become increasingly relevant to specify mental health support in cultivating a resilient, happy, and productive workforce.

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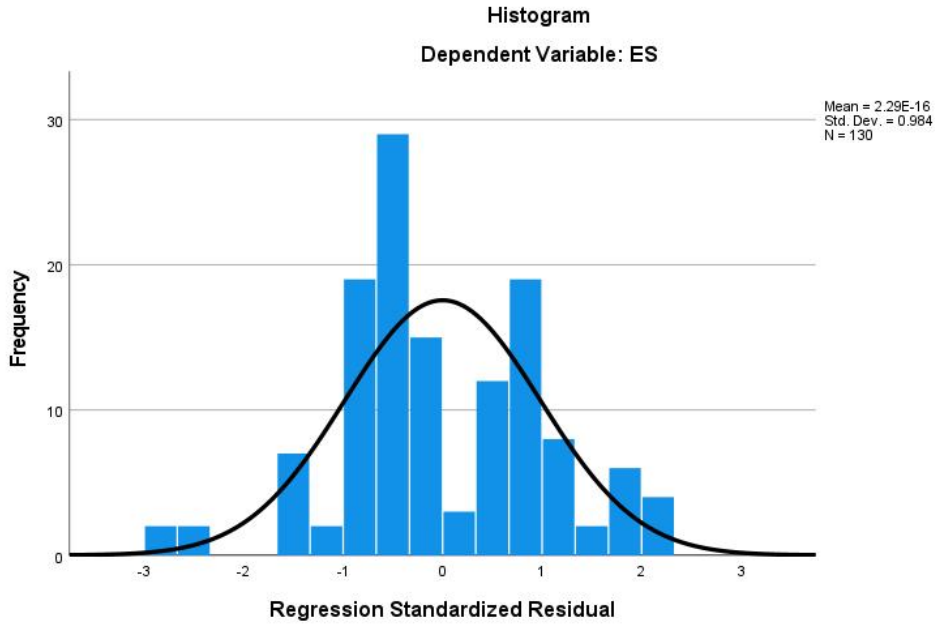
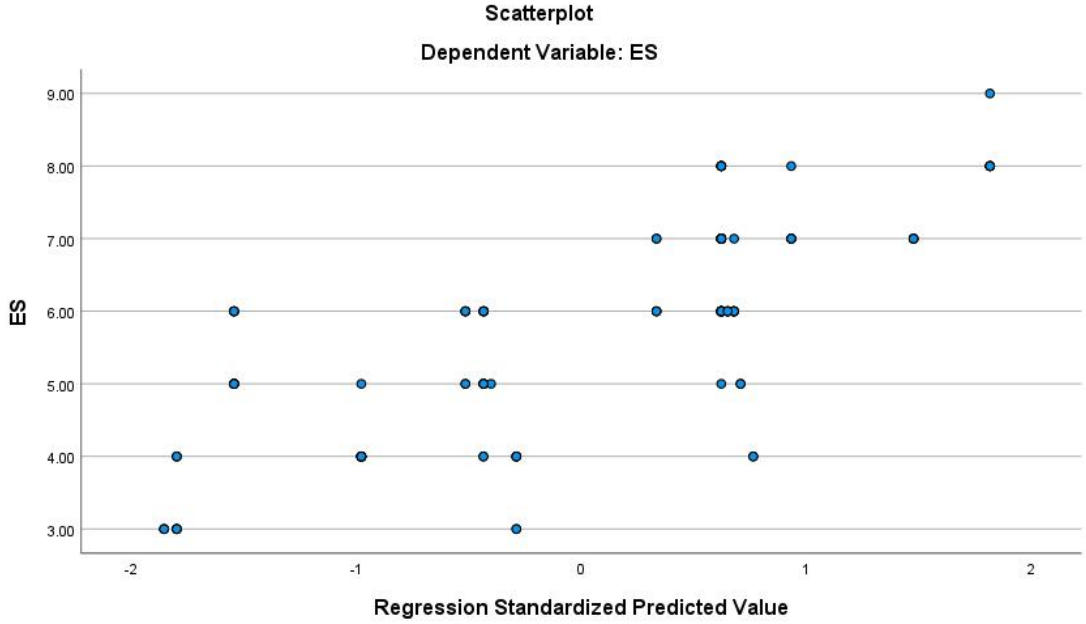
Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6914	7.6206	5.6769	1.07067	130
Residual	-2.49455	1.97564	.00000	.91734	130
Std. Predicted Value	-1.854	1.815	.000	1.000	130
Std. Residual	-2.677	2.120	.000	.984	130
a. Dependent Variable: ES					





Appendix

Section-I: (Demographics)

	1	2
Gender	Male	Female

	1	2	3	4
Age(years)	18 - 25	26 - 34	35 - 44	>45

	1	2	3	4
Education	Graduate	Post graduate	MS/M.Phil.	PhD

	1	2	3	4
Experience	01 - 3	4 - 6	7 - 9	>10

Psychological Support Systems for Employees in Crisis Situations:

Likert Scale Options

(1) Strongly Disagree
(2) Disagree
(3) Neutral
(4) Agree
(5) Strongly Agree

Survey Questions

1. Availability & Accessibility of Support

- The organization provides easily accessible psychological support services during crisis situations.
- Employees are aware of the mental health support resources available to them.
- Psychological support services are available at convenient times for employees.

2. Effectiveness of Support Systems

- The psychological support system in my organization effectively addresses employee concerns.
- Counseling and mental health programs help reduce workplace stress during crises.
- The organization provides adequate professional support for employees facing emotional distress.

3. Management's Role in Employee Well-being

- My manager/supervisor encourages employees to seek psychological support

when needed.

- The leadership team openly discusses mental health and well-being.
- HR regularly checks on employees' mental well-being during crisis situations.

4. Organizational Culture & Mental Health Awareness

- The workplace culture supports open discussions about mental health.
- Employees feel comfortable seeking help without fear of judgment or stigma.
- Psychological support programs are integrated into the company's overall well-being strategy.

5. Employee Satisfaction & Impact

- The psychological support system has improved my ability to manage stress at work.
- I feel emotionally supported by my organization during times of crisis.
- My productivity is positively impacted by the availability of mental health support.