

The Human Energy Crisis: Employee's Performance and Need for Resilience

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Keywords

Human energy; burnout; stress; workload; motivation; performance; productivity; mental health.

Abstract

Purpose: This study aims to investigate the impact of the human energy crisis on employee productivity, particularly within the IT sector in India. The study also provide recommendations to overcome this crisis and enhancing productivity of employees.

Methodology: Employing a positivist philosophy and deductive approach, quantitative methods were utilized via a cross-sectional survey with a stratified sampling strategy. The sample comprised 65 employees, ensuring reliability and validity through established scales and rigorous statistical analysis.

Findings: The outcomes highlight that human energy crisis significantly impacts employee's performance. Employees in IT face adjusting to a changing workplace culture, impacting their mental health. This human energy crisis includes factors like stress, workload, burnout, and lack of work-life balance. To avoid burnout and improve workplace, organisations should implement stress reduction techniques, encourage active work, social support, involve staff in decision making, and implement excellence performance management. These policies aim to advance worker autonomy, skills development, and job equity.

Practical Implications: This research contributes to academic literature and provides insights into the human energy crisis, a common issue causing stress, exhaustion, and workload. It suggests that employees prioritise theory well-being over work, and suggests strategies for HR, managers, and administrators to improve employee performance. The data can also be used by the government, as employees work in both public and private sectors.

Originality: The research fills a gap in literature concerning the mediating factors of the human energy crisis and contributes to both academic understanding and practical application in public and private sector workplaces.

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Background to the Research

Human energy is crucial for individuals to control their behaviour and ideas, but during times of stress or crisis, employers often expect employees to do more with less, leading to employee burnout. Moreover, this is a global concern, as employees often lack energy, resources for economic, environmental, and social goals, and time resulting in increased stress and anxiety (Lu et al., 2021). Gallup report 2022 reported that 7 in 10 people globally report struggling or suffering from burnout. However, the crisis is not just about

burnout, social unrest, geopolitical instability, and economic uncertainty have combined to strain the invaluable human capital that keeps companies running (Hogan, 2023). Further, the pandemic, ongoing global unrest, and an unstable economy have challenged workers in unprecedented ways, resulting in a “human energy crisis” that affects employees from the warehouse to the office (Hogan, 2022).

Burnout is a psychological response to chronic workplace stress, characterised by exhaustion, cynicism, detachment, and perceived lack of accomplishment (Van Dam, 2021). Common stressors include escalating demands and lack of recognition, leading to negative thinking and emotional exhaustion. Moreover, it is a severe mental health condition that can lead to decreased performance, creativity, accidents, injuries, higher absenteeism, and turnover (Gomes et al., 2022). It is also linked to depression and negative psychological health, with 37% more likely to be hospitalised for mental disorders (Gabriel and Anuinis, 2022). Burnout can be contagious, leading to increased conflict among colleagues and teams, employees may withdraw from their families and have fewer friends. Overall, burnout has severe consequences on individuals, their families, and the workplace (Maglalang et al., 2021).

Performance is a critical aspect of organisation’s success. Employee performance is closely related to the work outcomes, and effective management of human resources is essential for ensuring timely and planned completion of work (Rivaldo and Nabella, 2023). Good performance is crucial for a company to reach out its goals and enhance competitive edge. Therefore, performance is thus result of employees fulfilling their duties and responsibilities according to their abilities, making them an important asset for organisations to survive in the era of globalisation (Sinambela and Ernawati, 2021).

Employee performance is influenced by company standards and qualifications. Achievements in work are considered best when the workload is met, or results exceed the company’s expectations (Zacharias et al., 2021). Also, uncontrolled demands can cause tension within employees, leading to stress. Work stress can impact the company by creating an instability in efficiency and costs for pays, rewards, and services (Iskamto, 2021). Additionally, high turnover pressure and increased stress make employees prone to achieving targets. When there is increment in stress, performance of individuals is also increased, which aids employees to effectively meet work needs (Priya et al., 2023). According to social exchange theory, when employees and the organisations have an exchange relationship, there are more chances for professional growth, productivity, and successful organisational performance (Mohammad et al., 2021).

Motivation is the driving force within an organisation, urging members to fulfill their obligations and achieve company goals, originating from the word motive, meaning encouragement or cause (Nasution and Priangkatarata, 2022). Job satisfaction is a multifaceted concept influenced by a person's perception of their work and their personal feelings of love for their work activities (Riyanto et al., 2021). Employee productivity, calculated as net sales over total employees, and creativity are crucial for organisational success and long-term survival (Pattnaik and Sahoo, 2021). The study explores the effect of employee creativity and productivity on employee performance, highlighting the importance of unique products and results in creating value for the organisation (Pattnaik and Sahoo, 2021).

Background to the context

India's IT industry, accounting for 7.5% of the GDP in 2023, has played a significant role in the country's socio-economic growth. With over 19% of global IT spending (Statista, 2023), India has experienced explosive growth since the 1990s. However, challenges such as changing technologies, tough competition, and the changes due to COVID 19 have tested its potential (Sihag, 2021). Major European and North American companies have been drawn to India for its IT outsourcing services, which would bring in close to 178 billion dollars in export income by 2022 (Statista, 2023). IT services and IT-enabled services dominate the global market, generating millions of employments and more than half of the industry's export earnings (Badr, 2023).

IT professionals face burden and critising demands in their workplace, which cause anxiety and stress. The changing business scenario and the growing employment generation in the IT industry pose significant challenges for organisations and governments (He et al., 2021). They must address the overall health of their employees. Despite low salaries, incidents like intakes of alcohol and drugs, and frustration have occurred, which results in family issues (Jaggiah and Balaji, 2021). The job culture in IT is changing, affecting the mental health of employees. Jobs in IT are highly coveted in modern India, intelligent youth seeking it. These jobs are mostly of contract based, which have large salaried and job insecurity, strong competitiveness, and a globalised lifestyle. Although IT jobs offer a great lifestyle, they influence cognitive power and human relations (Jaggiah and Balaji, 2021). IT employees must have balance in their lives by tackling workplace stress factors. Causes of stress include heavy workload, unrealistic deadlines, job expectations, organisational politics, and no feedback on performance (Gomathi and Rajeswari, 2021). By identifying and addressing these stressors, IT professionals can work towards easing stress and maintaining work-life balance.

Literature review

Human Energy and Employee Performance

Energy is a crucial aspect of human functioning, encompassing an individual's ability to act, operate and produce an effect (Parker et al., 2021). Organisational scholars view energy as a psychological phenomenon, with individual-level energy being defined as positive affective arousal (Klijin et al., 2021). Vigor-at-work shows intellectuals' core affect, cognitive energy, and physical-behavioural energy. Being positively energised at work has significant outcomes for employees and organisations, as it increases creativity, efficiency of thought, and focus on tasks. Energy at work also supports the desire to realise organisational objectives (Peng et al., 2021).

Energy levels can range from vigour, a good mental state, to emotional tiredness, a psychological syndrome leading to burnout. Emotional weariness predicts maladaptive consequences like worsening health and work dissatisfaction, while vigour is linked to adaptive outcomes like improved performance and physical health (Parker et al., 2021). Understanding the causes and paths of vigour and emotional tiredness is vital for occupational well-being. Overall, vigour and emotional tiredness have an importance role in deciding employee performance and organisational success (Alok et al., 2022). Employee performance is crucial for achieving organisational goals such as increasing market share, profitability, expansions and consumer retention and satisfaction (Sugiarti, 2022). It signifies the efficiency and productivity of individuals, resulting in meeting the organisational targets. Employee performance encompasses both mental and psychological capabilities and supports the complete enhancement of phenomenon, especially efficiency and productivity (Montano et al., 2023). It links to employee operations and dictates their contribution to the organisation (Abdullahi et al., 2021). Performance can be measures in various ways, but it is what employee do or do not. Performance declines if there is no support, and individuals' capability reduces (Prodanova and Kocarev, 2021). It had been a great deal in organisational management, and finding ways to empower employees to perform well and enhancing organisational competitiveness is one of the objectives of every business (Ali and Anwar, 2021).

Employers frequently pressure employees to do more with less under stressful or emergency situations, even when this leaves them worn out or anxious about their careers (Priya et al., 2023). According to the *JD-R theory model*, low work satisfaction and high job demands can cause stress and burnout, but high job satisfaction and low job expectations can reverse these effects and increase motivation (Hossan et al., 2022). Encouraging good attitudes and behaviour among employees is essential to a business's success (Riyanto et al., 2021). According to *Human and Social Capital Theory*, workers are crucial for both economic output and successful performance (Huang et al., 2021). Vitality, vivacity, and eagerness are examples of energy that

are essential for workplace conceptions including flourishing, motivation, engagement, and burnout. A company's corporate sustainability performance may have a favourable effect on its reputation, relationships with shareholders, and employee productivity (Sadeghi and Alavi, 2023). Based on above literature, following hypothesis was formulated:

H1: Human Energy Crisis has a positive correlation with employee's performance.

Work-related Stress

Stress is a significant emotional issue affecting workers worldwide, categorised into positive, negative, and neutral stress. Positive stress is stimulating and demanding, leading to unexpected challenges, while negative stress results in discomfort, bewilderment, and frustration (Nijhawan et al., 2022). Occupational stress is a growing concern for employees, employers, and organisations worldwide. Work-related stress can negatively impact efficiency, productivity, and turnover rates. Organisations are a major source of stress because of high workloads and professional deadlines (Jensen et al., 2022). Work-related stress can cause serious consequences for both individuals and organisations' well-being. Stress occurs when an individual has trouble dealing with certain aspects of their working environment, leading to various psychological, physical, and behavioural outcomes (Bakker and de Vries, 2021). Stress occurs when individuals are put in unpredictable, uncontrollable, unfamiliar, or out of expectations. The process of stress comprises three main components: sources (stressors), individual differences (moderators/mediators), and work-related consequences (strain) (Khuong and Linh, 2020).

Employment stress arises from tensions surrounding opportunities, limitations, and demands. Job stress is a response to excessive physical and mental pressure and job demands, both internal and externally (Dodanwala et al., 2023). This can lead to frustration and reduced output. Mission demands imposed by expertise, abilities, experience, strengths, desires, and assignments are significant factors contributing to job tension. These conditions can result in frustration at work and decreased output (Wibowo et al., 2021).

Based on the this, the following hypothesis for stress (which results in depletion of human energy) was formulated:

H2: Stress directly impacts the performance of an employee.

Workload

Workload management is important for improving employee performance. A heavy workload can negatively impact an employee's physical and psychological condition, but when well-managed, it can positively influence performance (Silaban et al., 2021). Workload refers to the volume of work results or records produced by multiple employees in a specific section, and it is a when assigned job must be finished within limited time. It can also arise from the intersection of tasks and workplace (Basem et al., 2022). Too much workload can cause tension and stress, as it may be due to high levels of expertise, high work speed, or excessive work volume. Workload indicators include task demands, effort, and performance (Setyanti et al., 2022). High workload can improve performance, but excessive workload can decrease the outputs due to employees' inability due to their ability not aligning with demands. Research has shown that workloads have a negative impact on employee performance, with higher workloads reducing performance (Jermisittiparsert et al., 2021). It is essential to manage workload effectively to ensure optimal performance (Muslih and Damanik, 2022). Based on this empirical aspect, the following hypothesis was set:

H3: Workload negatively effects employee's performance.

Burnout

Burnout is a chronic functional impairment caused by high work tension, low social support, violence, shift demands, poor organisation, and decision-making ambiguity in the workplace (Lemonaki et al., 2021). Physical exhaustion is considered one form of burnout, as employees exposed to stress are susceptible to illness and poor lifestyle tendencies (Napoles, 2022). Burnout can result in decreased productivity and creativity (Wallace and Coughlan, 2023).

Burnout is a mental condition resulting from prolonged and overwhelming stress, characterised by emotional fatigue, depersonalisation, and low self-achievement. It is poor management of stress and is a mental health issue (Prasetya et al., 2021). The negative impacts are reduces effectiveness, absenteeism, family and marital problems, alcohol and drug consumption, depression, and even suicidal tendencies. It is important to note that physical exhaustion is not always the only form of burnout (Mardikaninhsih and Sinambela, 2022). Therefore, this led to formulating the following hypothesis:

H4: Burnout results in decreased employee's performance.

Lack of Work-life Balance

Work-life balance (WLB) is crucial for employee performance and organisational success, as individuals are integral to both families and society (Campo et al., 2021). Work-life balance policies are key for organisations that depend on employees to achieve organisational goals. WLB stands for work-life balance, which affects an employee's emotional, mental, and financial well-being. It also relates to low conflict, employee satisfaction, and possibilities for inter-role enrichment (Putri and Amran, 2021). Work-life balance is a crucial issue in today's global business environment, as technology advancements and competition blur the lines between work and personal roles (Arul doss et al., 2021). Burnout can serve as a wake-up call for change, offering an opportunity for personal growth and a turning point for creating a more fulfilling and sustainable lifestyle. It serves as a glaring red flag that needs to be addressed (Shamsudeen, 2023). Effective WLB policies allow employees to thrive in community while controlling costs and recruitment rates, leading to improved productivity. Organisations are dedicating resources to work-life balance to fine-tune organisational structures to meet employee needs or comply with government regulations related to gender equality, integration, and family protection (Zimmerman, 2021). For testing this, the following hypothesis was tested:

H5: Lack of work-life balance affects the employee's performance.

Role of Creativity and Safe Workplace

Perceived psychosocial safety climate (PSC) in software engineering can predict future digital creativity, innovation, and work performance in the context of Industry 4.0 (Oppert et al., 2022). To maximise employees' creative output, attention must be given to workplace creativity antecedents (Zhang et al., 2021). Extant literature shows that individual innovation power and creativity is impacted by negative experiences at workplace. However, they increase when high levels of psychological safety allow employees to express their feelings at work (Xu et al., 2022). Organisational climate plays a significant role in employee perceptions of climate and subsequent creative output. PSC is a theoretical framework that evaluates an organization's policies, practices, and procedures towards mental health, focusing on job demands, resources, and symptoms (Zadow et al., 2023). Based on above theory, below hypothesised statement was tested:

H6: Creativity and psychological safe workplace promote positive energy and increases performance.

Employee Engagement and Employee Performance

Engagement refers to the psychological and physical presence one has when performing an organisational role (Afrahi et al., 2022). Moreover, it is also defined engagement as a positive, fulfilling, work-related state of mind. Engaged employees exhibit three primary behaviours: Say, Stay, and Strive (Oktanofa et al., 2022). Engaged employees contribute to business growth, productivity, and positive work effects, fostering enthusiasm and organisational commitment, making it crucial for organisations to ensure their human resources are engaged (Clack, 2021). Employees can be categorised into engaged, not engaged, and actively disengaged. Engaged employees consistently strive to accomplish their roles, while not-engaged employees do what is spelled to do and do not align their goals with organisational goals (Albrecht et al., 2021). Engaged employees, with high mobility, low neuroticism, and extraversion, adapt quickly to changing environments. Intention to stay is driven by recognition, development, opportunity, encouragement, and care. Organisations can retain their talented workforce by fostering positive attitudes (Boonsiritomachai and Sud-On, 2022).

Employee engagement is crucial for an organisation's success and effectiveness. Highly engaged employees are more innovative, contribute to better job performance, task performance, and organisational citizenship behaviour. They demonstrate extra-role behaviours, leading to creativity and innovation in tasks (Zhang and Farndale, 2022). Improved efficiency and job performance increase competitiveness and success. Intention to stay with an organisation is a psychological antecedent of actual behaviour, and engaged employees have a greater attachment to their organisation. People with long-term intentions are expected to perform well in their assigned tasks. Overall, employee engagement enhances performance and fosters a positive organisational climate (Park et al., 2022).

H7: Employee engagement is directly related to employee performance.

Employee Motivation and Productivity

Productivity is a crucial indicator of organisational success, as it measures the competitive power of an organisation and indicates profits and potential opportunities for business success. It is measured by the efficiency of employing organisational resources to achieve certain outcomes and can be measured based on the number of products or services produced by an employee within a specific period. Productivity encompasses both economic and group performance, which comes from fulfilling customers' needs and expectations (Uka and Prendi, 2021). Motivation is an individual's drive and needs to achieve desired goals, influencing their behaviour and willingness to work. It is an art aimed at achieving organisational objectives through effective knowledge and skills use (Kalogiannidis, 2021). Motivation significantly influences organisational success, predicting employee productivity and enhancing work outcomes, effectiveness, and efficiency (Gable and Dreisbach, 2021).

Self-Determination Theory (SDT) offers a comprehensive framework for studying human motivation and personality. Incentives and rewards can boost employee productivity, promoting organizational growth and competitiveness (Gable and Dreisbach, 2021). Motivation boosts productivity and creativity in jobs, enhancing organizational commitment and resulting in higher productivity. Committed employees receive workplace motivation and rewards for achievements (Kalogiannidis, 2021).

H8: Motivation enhances the employee productivity.

Job Satisfaction, Organisational Commitment and Social Support

The rise of competition among employees and the development of information and technology significantly impacts the nature of work and their attitudes towards organisations. In today's scenario,

organisations require highly resolute, motivated, valuable, and satisfied employees. Job satisfaction is a crucial concept in improving workplace performance, promoting human resource management, and customer satisfaction (Katebi et al., 2022). Job satisfaction is defined as a cheerful outlook towards one's job and personal life, involving activities both within and outside the workplace. Research shows that satisfied employees tend to perform at higher levels in organisations (Pusparani et al., 2021).

Organisational success relies on employees' commitment to the organisation, including formal membership, attitude, and willingness to pursue goals and values, ultimately fulfilling their job responsibility (Astuti and Soliha, 2021). Employees' strong belief in values, commitment, and desire to remain within an organisation can motivate them to work better, leading to improved performance and innovative ways for organisational progress (Pusparani et al., 2021). Social support, sourced from organisations, supervisors, coworkers, and external sources, can be intrinsically or extrinsically motivating, promoting work engagement and perceived organisational support (POS), which reinforces employees' interest in tasks (Tu et al., 2021). Supervisor support significantly impacts work engagement, predicting vigour, dedication, and absorption, and is a crucial resource in achieving work goals and reducing job stress (Wu et al., 2021).

Based on this, the following hypothesis was set:

H9: Job satisfaction, organisational commitment and social support influence the performance of employees.

Conceptual Framework

A condition known as a "human energy crisis" occurs when a person's physical, mental, and emotional reserves run low. This might be caused by a variety of factors, including an uneven work-life schedule, stress, burnout, and job overload. On the other hand, an employee's performance indicates how well they perform their duties and accomplish their goals. Several factors, including the workplace, motivation, skills, and knowledge, influence it. Employee performance can be severely impacted by a crisis in human vitality. When workers are worn out, they are less likely to be imaginative, efficient, or committed to their jobs. They could also be more prone to mistakes and accidents.

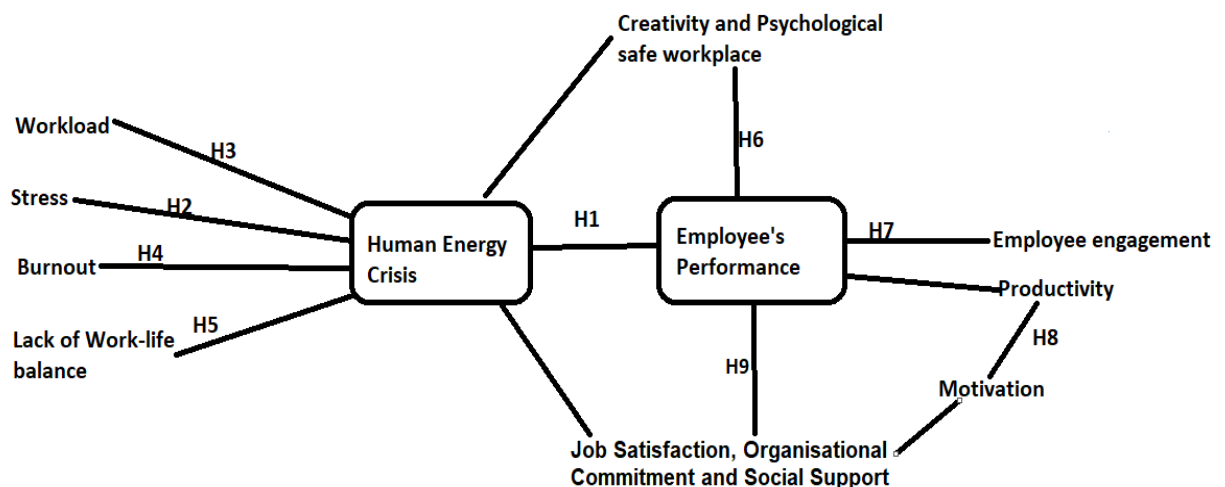


Figure: 1. Conceptual Framework. Source:

Research methodology

This study adopts a deductive approach, utilising a questionnaire-based survey strategy to collect primary data. Given the aim to explore the impact of the human energy crisis on employee productivity, a quantitative method was deemed most suitable. Employing a survey strategy affords greater control over the study procedure and enhances the potential for robust results, particularly when sampling techniques are applied. The sample size of 65 was determined, with a focus on stratification primarily to North India and subsequently to employees specifically situated in Chandigarh. Stratified random sampling was employed, targeting IT employees in Chandigarh across various demographic categories such as age and gender.

For data collection, a structured online survey was utilized. The survey instrument was designed to capture perspectives on the human energy crisis, the role of mediating factors, and its effects on employee performance. Likert scale questions were incorporated to assess correlations between variables and gauge respondents' perceptions comprehensively.

Results and findings

Cronbach's Alpha

The validity of all 65 samples indicates that there were no missing values for any of the variables utilised in the study. The items' overall reliability value of 0.907 suggests that they have excellent internal consistency. Cronbach's Alpha, when based on standardised items, is 0.903, which is considered satisfactory. There are thirteen things total. These data are used to assess each item's contribution to the scale's overall dependability.

Table: 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.907	.903	13

Frequency Analysis

Frequency Analysis is a crucial statistical field that examines the frequency of events, focusing on measures like central tendency, dispersion, and so on (Saunders et al., 2019). Out of 65 respondents, 51(78.5%) were males and 14 (21.5%) were females. Out of 65 respondents, everyone has responded to the human energy crisis, which means somehow, they have experiences or observed this. Based on the data, it can be inferred that 100% of respondents both males and females were equally allured.

Table: 2 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	51	78.5	78.5	78.5
Female	14	21.5	21.5	100.0
Total	65	100.0	100.0	

		Stress directly impacts the performance of employees.	Workload negatively effects employee's performance.	Burnout results in decreased employee's performance.	Lack of work-life balance affects the employee's performance.	Employee engagement is directly related to employee performance.	Creativity and psychological safe workplace promote positive energy and increases performance.	Motivation enhances the employee productivity.	Job satisfaction, organisation commitment, and social support influence the performance of employees.	Human energy crisis impacts the employee's performance.
N	Valid	65	65	65	65	65	65	65	65	65
	Missing	0	0	0	0	0	0	0	0	0
Mean		3.95	3.95	4.09	4.15	4.22	4.22	4.23	4.25	4.26
Median		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Std. Deviation		1.576	1.397	1.378	1.326	1.218	1.205	1.235	1.238	1.278
Range		4	4	4	4	4	4	4	4	4
Minimum		1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5
Percentiles	25	3.50	3.00	3.50	4.00	4.00	4.00	4.00	4.00	4.00
	50	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	75	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Table: 3 Frequency Table

The majority of the sample population strongly agrees that stress directly impacts the performance of employees (39 out of 65), 15.4% agrees to it, while only 3 respondents have a neutral conception; whereas 13 (20%) strongly disagreed.

Table: 4 Stress directly impacts the performance of employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	20.0	20.0	
	Disagree	3	4.6	4.6	24.6
	Neutral	10	15.4	15.4	40.0
	Agree	39	60.0	60.0	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 5. Workload negatively effects employee's performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	12.3	12.3	
	Disagree	3	4.6	4.6	16.9
	Neutral	7	10.8	10.8	27.7
	Agree	13	20.0	20.0	47.7
	Strongly agree	34	52.3	52.3	100.0
Total		65	100.0	100.0	

Table: 6. Burnout results in decreased employee's performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.5	1.5	13.8
	Disagree	7	10.8	10.8	24.6
	Neutral	10	15.4	15.4	40.0
	Agree	39	60.0	60.0	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 7 Lack of work-life balance affects the employee's performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	12.3	12.3	
	Disagree	4	6.2	6.2	18.5
	Neutral	15	23.1	23.1	41.5
	Agree	38	58.5	58.5	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 8 Employee engagement is directly related to employee performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	7.7	7.7	
	Disagree	2	3.1	3.1	10.8
	Neutral	6	9.2	9.2	20.0
	Agree	13	20.0	20.0	40.0
	Strongly agree	39	60.0	60.0	100.0
Total		65	100.0	100.0	

Table: 9. Creativity and psychological safe workplace promote positive energy and increases performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	9.2	9.2	
	Disagree	5	7.7	7.7	16.9
	Neutral	17	26.2	26.2	43.1
	Agree	37	56.9	56.9	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 10 Motivation enhances the employee productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	9.2	9.2	
	Disagree	7	10.8	10.8	20.0
	Neutral	12	18.5	18.5	38.5
	Agree	40	61.5	61.5	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 11 Job satisfaction, organisation commitment, and social support influence the performance of employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	9.2	9.2	
	Disagree	1	1.5	1.5	10.8
	Neutral	4	6.2	6.2	16.9
	Agree	14	21.5	21.5	38.5
	Strongly agree	40	61.5	61.5	100.0
Total		65	100.0	100.0	

Table: 12 Human energy crisis impacts the employee's performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	10.8	10.8	
	Disagree	4	6.2	6.2	16.9
	Neutral	12	18.5	18.5	35.4
	Agree	42	64.6	64.6	100.0
	Strongly agree				
Total		65	100.0	100.0	

Table: 4-12

Table 4 indicates 52.3% (34 out of 65) strongly agreed that workload negatively effects employee's performance, whilst 13 (20%) agree to it. On the other hand, 7 were neutral, 3 disagreed and 8 strongly disagreed with it. 60% respondents strongly agreed that burnout results in decreased employee's performance, and 10 (15.4%) agreed. Conversely, 12.3% strongly disagreed, 1 disagreed and 10.8% were with neutral conception (Table 5). In terms of Burnout (Table 6) 58.5% of individuals strongly agreed that lack of work-life balance affects the employee's performance, and 15 (23.1%) agreed with it. While only 4

were neutral and 8 strongly disagreed. While Lack of work-life balance (Table 7) suggests 60% respondents strongly agreed that employee engagement is directly related to employee performance, and 20% agreed. Contrarily, 9.2% were neutral, 2 disagreed and 5 strongly disagreed. Engagement and Performance (Table 8) 37 of 65 (56.9%) strongly agreed that creativity and psychological safe workplace promote positive energy and increase performance, 17 (26.2%) agreed. In the meantime, 5 (7.7%) were with neutral conception and 6 (9.2%) strongly disagreed.

Table 9 Creativity and Safe Workplace-61.5% of sample population strongly agreed that motivation enhances the employee productivity, and 18.5% agreed. While, 10.8% respondents were neutral and 9.2% strongly disagreed. In connection to Motivation (Table 10) 40 (61.5%) respondents strongly agreed that job satisfaction, organisation commitment, and social support influence the performance of employees and 14 (21.5%) agreed. Whislt, 4 (6.2%) were neutral, 1 (1.5%) disagreed and 6 (9.25) strongly disagreed. Table 11 is based on Job satisfaction, organisational commitment and social support. Majority of the respondents 64.6% strongly agreed that human energy crisis impacts the employee's performance and 18.5% agreed. Conversely, 6.2% of individual had neutral conception and 10.8% strongly disagreed with it.

Table: 13 Findings

Item	Mean	σ	Decision
Stress directly impacts the performance of employees.	3.95	1.576	Medium Perception
Workload negatively effects employee's performance.	3.95	1.397	Medium Perception
Burnout results in decreased employee's performance.	4.09	1.378	Medium Perception
Lack of work-life balance affects the employee's performance.	4.15	1.326	High Perception
Employee engagement is directly related to employee performance.	4.22	1.218	High Perception
Creativity and psychological safe workplace promote positive energy and increases performance.	4.22	1.205	High Perception
Motivation enhances the employee productivity.	4.23	1.235	High Perception
Job satisfaction, organisation commitment, and social support influence the performance of employees.	4.25	1.238	High Perception
Human energy crisis impacts the employee's performance.	4.26	1.278	High Perception

Note: N=65. Decision: Weighted average= $37.32/9=4.14$.

As the statements with low perception are not much less than the weighted average, therefore we cannot directly neglect it. For this we can determine these statements by checking the majority results. As all the three values lies between 3.41 to 4.20, this means that majority of respondents agree with these statements, so we can it as medium perception. This is done by finding the range for each scale {Range= 4 (5-1), Interval= 0.80 (4/5)}. Thus, for Strongly disagree the range is 1-1.80, disagree- 1.81-2.60, neutral- 2.61-3.40, agree- 3.41-4.20 and for strongly agree 4.21 to 5.00}.

Correlation

Pearson's correlation coefficient measures the association between two continuous variables using the method of covariance. It ranges from -1 to 1, with a p-value indicating statistical significance. A perfect correlation indicates a linear connection, and the population correlation coefficient is evaluated using the p-value (Obilor and Amadi, 2018).

		Correlations	
		How much does human energy crisis leads to disengagement?	How much does this disengagement affects your performance?
How much does human energy crisis leads to disengagement?	Pearson Correlation	1	.768**
	Sig. (2-tailed)		<.001
	N	65	65
How much does this disengagement affects your performance?	Pearson Correlation	.768**	1
	Sig. (2-tailed)	<.001	
	N	65	65

** . Correlation is significant at the 0.01 level (2-tailed).

Figure: 13. Correlations

The correlation coefficient is 0.768 which is significant at 0.01 level of significance, which shows that human energy crisis is positively correlated to the disengagement which affects the employee's performance. The p-value is <.00001. The result is significant at $p < .01$. The more the employees suffer from human energy crisis, more disengaged they would be and more adversely will this affect the performance and vice-versa.

t-Test

The Independent Samples t Test is a parametric test used to compare the means of two independent groups to determine if there is statistical evidence of significant differences. It has two hypotheses: null (no difference) or alternative (significant difference). If the p-value is less than the significance level, the null hypothesis can be rejected (Kulas et al., 2021).

		One-Sample Statistics		
	N	Mean	Std. Deviation	Std. Error Mean
How much does human energy crisis leads to disengagement?	65	8.49	2.062	.256
How much does this disengagement affects your performance?	65	8.45	2.208	.274

The p-value is <0.001 which is significant at level 0.01, therefore the means of two groups are not same and the larger t values makes them more significant.

Chi-Square Test

The Chi-Square Test is a statistical method used to assess the significance of a relationship between two qualitative variables, comparing a model to actual observed data using random, raw data and a large sample size (Kulas et al., 2021). The Chi-square test measures the relationship between disengagement and employees' performance due to human energy crisis. The p-value is <0.001 thus, significant at 0.01 level, therefore the two variables are significantly related to each other. The linear-by-linear association is 37.705. The Phi coefficient is 1.800 which is significant at 0.01 level, therefore again highlighting a strong relationship between the two.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	210.548 ^a	64	<.001
Likelihood Ratio	84.336	64	.045
Linear-by-Linear Association	37.705	1	<.001
N of Valid Cases	65		

a. 77 cells (95.1%) have expected count less than 5. The minimum expected count is .02.

Discussion

Stress and Employee's Performance

Stress is a significant emotional issue affecting workers worldwide. Occupational stress negatively impacts efficiency, productivity, and turnover rates, particularly in organisations due to high workloads and professional deadlines (Nijhawan et al., 2022). When the respondents were whether they agree or not with the statement: Stress directly impacts the performance of employees, although the majority strongly agreed, however there were some who disagreed which cannot be neglected. The finding based on weighted mean and range of Likert scale responses, it can be observed that it lied between low and high perception-medium perception. Those who agreed were in the context with the literature that stress can cause serious negative consequences to the individuals (Bakker and de Varies, 2021) arising due to mental pressure, job demands, and so on which can lead to frustration at workplace and result is reduced output (Wibowo et al., 2021). Those who disagreed were in the context with the literature that stress can also be positive, stimulating and demanding for employees which can result to unexpected challenges (Nijhawan et al., 2022). Therefore, it can be observed that there is medium conception about the H2: Stress directly impacts the performance of an employee.

Thus, stress somehow impacts the performance of employees which is a factor responsible for human energy crisis.

Workload and Employee's Performance

Workload refers to the volume of work results or records produced by multiple employees within a specific section and can arise from environmental tasks and workplace interactions (Basem et al., 2022). Majority of the respondents (47 out of 65) either strongly agreed or agreed that Workload negatively effects employee's performance, therefore supporting that workload cause tension, decrease performance by reducing capability and ability to align with work (Setyanti et al., 2022). 11 respondents disagreed and strongly disagreed, which is in context that workload when well-managed can have positive impacts, and can improve performance (Silaban et al., 2021). Eventually, it is observed that there is medium conception, therefore, workload reduces the performance of employees.

Burnout and Employee's Performance

Burnout is a chronic functional impairment caused by high work tension, job demands and so on. 49 respondents strongly agreed or agreed that Burnout results in decreased employee's performance which is also observed in previous studies. Burnout negatively impacts employee attitudes, leading to low work involvement, performance decline, increased turnover, and decreased effectiveness, as well as decreased service quality and potential suicidal tendencies (Wallace and Coughlan, 2023). However, burnout can serve as a wake-up call for personal growth and a turning point, encouraging individuals to create a more fulfilling and sustainable lifestyle (Shamsudeen, 2023) thus being a reason that some of the respondent

disagrees and strongly disagreed with H4. Therefore, there is medium conception regarding burnout's negative impact on employee's performance, which is one of the main causes for human energy crisis.

Lack of Work-Life Balance and Employee's Performance

Work-life balance is crucial for employee performance and organisational success (Campo et al., 2021). 80% of sample population either agreed or strongly agreed with: Lack of work-life balance affects the employee's performance. Thus, they believe that work-life balance impacts the employee's psychological, economic, and mental well-being (Putri and Amran, 2021). It can result in reduced focus and concentration, increased absenteeism in workplace and, decreased creativity. Therefore, there is high conception, thus, lack of work-life balance can impact the performance, which is also a factor responsible for human energy crisis.

Role of Creativity and Safe Workplace

Creativity, psychological safety, positive energy, and increased performance are linked. This is what majority of respondents almost 84% wither strongly agreed or agreed with H6: Creativity and psychological safe workplace promote positive energy and increases performance. A psychologically safe environment fosters idea flow, experimentation, and employee engagement. It encourages open communication, effective problem-solving, and resilience. Employees feel valued and heard, leading to breakthroughs and better decision-making. Viewing mistakes as learning opportunities fosters innovation and a more productive work environment (Zhang et al., 2021).

6.6 Employee Engagement and Employee Performance

Engaged employees are enthusiastic about their work and care about their organisation's future, consistently striving to accomplish their roles, while not-engaged employees do what is spelled to do (Clack, 2021). 80% of respondents were in favour of H7: Employee engagement is directly related to employee performance. Thus, there is high conception that employee engagement enhances performance and fosters a positive organisational climate (Park et al., 2022).

Employee Motivation and Productivity

Motivation significantly influences organisational success, predicting employee productivity and enhancing work outcomes, effectiveness, and efficiency (Gable and Dreisbach, 2021). 80% of sample population either strongly agreed or agreed with H8: Motivation enhances the employee productivity. Therefore, there is high conception that employee motivation is heightened by motivational rewards, which increases the productivity level.

Job Satisfaction, Organisational Commitment and Social Support

83% of respondents supported H9: Job satisfaction, organisational commitment and social support influence the performance of employees leading to a high conception. This can be supported by pre-reviewed literature- satisfied employees perform at higher levels (Pusparani et al., 2021). When workers are psychologically and emotionally committed to the company, they put up decent effort and do decent work and social support promotes work engagement.

Human Energy Crisis and Employee's Performance

84% of sample population either strongly agree or agree with H1: Human Energy Crisis has a positive correlation with employee's performance. Human energy crisis is complex phenomenon, which is due to

stress, burnout, anxiety, disengagement which negatively impacts the performance of employees (Hogan, 2022).

For answering the research question1, there is significant positive correlation between the disengagement caused by human energy crisis and its impact on employee's performance. The more the employees suffer from human energy crisis, more disengaged they would be and more adversely will this affect the performance and vice-versa.

10 Critical Evaluation: Human Energy Crisis

Employers usually push their employees to do more with less when there's stress or a crisis. They must fulfil their responsibilities to the company, their duties, and their tasks, while feeling worn out or fearing for their careers. Workers are stressed out and worn out, and the public has been alerted to this lack of human vitality (Hogan, 2022). The respondents were asked about human energy crisis, and their responses are important for evaluating the term.

Respondent: "Human Energy Crisis is a measurable strain on workers."

Respondent: "This "crisis" can affect both employees and employers. Employees who are depleted are less productive and more likely to leave their jobs. Businesses suffer from decreased innovation and morale."

Respondent: "A big problem for all sectors."

Respondent: "The human energy crisis is a demonstrable strain on workers (the human capital that drives our economy) caused by the constant demand to perform at a higher level with less resources (flexibility, training, or support)."

Respondent: "Because of distraction and stress they got during the project."

Respondent: "Energy crisis is done by workload of company."

Respondent: "Human energy crisis is decline in the physical and mental health which is due to continuous stress and burnout at workplace."

Respondent: "The human energy crisis is a measurable strain on workers caused by the unrelenting pressure to perform at a higher level with less."

Respondent: "It is when you are not able to use your all potential which is mainly caused due to stress, burnout and workload."

Therefore, the human energy crisis is a significant issue affecting both employees and employers. It is a measurable strain on workers, causing them to perform at a higher level with less resources, such as flexibility, training, and support. This crisis can lead to decreased productivity, job loss, decreased innovation, and decreased morale. The constant pressure to perform at a higher level with less is a major factor contributing to the crisis. The physical and mental health of workers is also affected, as they are unable to fully utilise their potential due to stress, burnout, and workload. The crisis is a major problem for all sectors, affecting both employees and businesses and it is why it needs to be addressed.

Conclusion

The aim of this study was to examine the impact of human energy crisis on employee's performance. The human energy crisis is a significant issue affecting employees and employers, causing strain on workers, decreased productivity, job loss, innovation, and morale. It also impacts physical and mental health due to stress, burnout, and workload. Factors such as stress, workload, burnout, work-life balance, creativity, employee engagement, motivation, job satisfaction, organisational commitment, and social support all influence the performance of employees, it is observed that there is a significant correlation between the human energy crisis and employee performance, indicating decreased productivity and engagement. Organisations should empower employees through connections, purpose, recognition,

authentic leaders, and holistic well-being. Flexible work arrangements, wellness programs, and diverse networks improve work-life balance.

Limitations of the study and direction for further research

The sample size was 65, which is small and although the results were good, but it could have been more precise if larger sample size was chosen. Moreover, there was lack of resources such as funding and the research has been conducted remotely, away from study context. The study is based on one context, thus impacting its generalisation to all sectors and industries across the globe. This research focused on the quantitative methodology, therefore, creating a room for other methodologies such as qualitative, using case studies and a separate paper on conceptual framework presented. The research is based on single context; thus, it would be conducted with wider context, which would lead to more extensive generalisation.

Study implications

This research adds to the academic literature and academics can be benefited by the data presented and findings. Additionally, it gives understanding of human energy crisis, which is an important aspect for everyone, as stress, burnout, exhaustion, workload are all common and majority of people face it. It provides insights for the employees to prefer theory well-being rather than their work. Furthermore, HR, managers, administrators can all take advantage of this by utilising the strategies presented to overcome this and increase the performance of employees. Even government can use the data, as employees work in both public and private sectors and can issue policies and guidelines for all.

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