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Addressing Employee Wellbeing: Strategies for mitigating Burnout and Mental Health Issues in Nigerian Breweries' Sales Force in Kogi State, Nigeria

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Abstract

This study explores strategies for mitigating burnout and mental health challenges among sales employees of Nigerian Breweries in Kogi State, Nigeria. As workplaces increasingly prioritize employee well-being, burnout characterized by emotional exhaustion, detachment, and reduced accomplishment remains a significant issue that negatively affects productivity and morale. This research focuses on understanding these concerns within a high-stress fast-moving consumer goods (FMCG) environment. Using a qualitative, descriptive approach, semi-structured interviews were conducted with 10 purposively selected participants, allowing for an in-depth exploration of work-related stressors, coping mechanisms, and perceptions of organizational support. The data were analyzed through thematic analysis, revealing primary stressors, such as heavy workload and high expectations, and identifying coping strategies and support elements that could mitigate burnout. Findings indicate a need for proactive organizational interventions, particularly in workload management, work-life balance, and enhanced mental health support. Key recommendations include implementing employee wellness programs, offering flexible work arrangements, and fostering an open, communicative culture that addresses employee concerns and conflicts transparently. The study also underscores the importance of destigmatizing mental health issues within the workplace to create a supportive environment that promotes employee engagement, job satisfaction, and organizational success. Although limited by a small sample size, this study provides valuable insights into the unique challenges facing sales personnel in the Nigerian FMCG sector and highlights effective strategies for fostering a healthier, more productive work environment. Future research is recommended with larger samples to enhance generalizability across the sector.

Key Words: *Employee burnout, mental health, conflicts*

1. Introduction

Employee well-being has become a pressing concern for organizations worldwide, especially in high-demand sectors like sales, where job pressures often lead to burnout and mental health challenges. In Nigeria, the prevalence of these issues has risen in recent years, partly due to intensified job demands, economic instability, and the cultural stigmatization of mental health conversations (Okpala, 2021). As the nature of work shifts to include remote and hybrid models, prioritizing employee well-being has become essential for attracting, retaining, and developing talent (Elufioye, Ndubuisi, Daraojimba, Awonuga, Ayanponle, & Asuzu, 2024). Specifically, the sales force of Nigerian Breweries in Kogi State, like in many fast-moving consumer goods (FMCG) industries, is tasked with achieving ambitious sales targets, which often requires long working hours, extensive travel, and high performance under pressure. These demands can significantly impact mental health,

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leading to issues such as job burnout, anxiety, and depression, which, if unaddressed, can impair productivity and result in higher turnover rates (Adisa, Gbadamosi, & Osabutey, 2021).

Research indicates that prolonged exposure to high job demands without adequate support contributes to burnout, a state of physical, emotional, and mental exhaustion that affects employees' overall well-being and job satisfaction (Maslach & Leiter, 2017). Moreover, burnout and mental health issues are not only detrimental to individual employees but also pose a risk to the organization in the form of decreased productivity, higher absenteeism, and lower morale (Akinwale, 2022). In recent studies, it has been argued that organizations with proactive well-being strategies—such as flexible work options, mental health support programs, and realistic target-setting—experience better employee satisfaction and organizational performance (Ojo et al., 2023).

In the context of Nigerian Breweries' sales team in Kogi State, the adverse effects of high performance demands have led to an alarming increase in burnout rates and mental health challenges among employees. While the company's operations and growth objectives require a highly motivated and efficient sales team, prolonged exposure to high-stress environments without sufficient mental health support has become a significant concern. Many employees face challenges like exhaustion, work-life imbalance, and inadequate mental health resources, creating a need for structured interventions to support well-being. If left unaddressed, these issues may contribute to high employee turnover, reduced job commitment, and impaired productivity, negatively impacting both the organization's goals and the employees' quality of life.

Given the high-stakes environment of sales roles in FMCG companies like Nigerian Breweries, there is a critical need to explore effective strategies for addressing employee well-being, especially with regard to burnout and mental health. Research focusing on Nigerian Breweries' sales force will provide valuable insights into the specific well-being challenges faced by employees in high-demand roles and in the Nigerian context. The findings can inform policies to mitigate burnout, establish mental health support structures, and enhance employee resilience through tailored strategies. This study will contribute to the limited body of knowledge on employee well-being in Nigeria's FMCG industry, providing evidence-based recommendations to improve productivity and reduce turnover by prioritizing employee mental health.

1.2 Conceptual Clarification

1.2.1 Employee Burnout and Mental Health Issues

Employee burnout and mental health issues have become major concerns for organizations in recent years. This literature review aims to explore the impact of employee burnout and mental health issues on organizations.

Zhang, Ma, & Yan (2017) defined employee burnout is a state of chronic exhaustion, cynicism, and reduced efficacy that results from prolonged exposure to work-related stressors. Burnout can lead to negative outcomes for individuals, such as depression, anxiety, and physical illness. However, it also has a significant impact on organizations, including reduced productivity, increased absenteeism, turnover rates, and decreased job satisfaction among employees.

Psychological health challenges not only impact individuals globally but also affect numerous organizations. Research evidence suggests a strong link between increasing employee resignation rates in organizations and the mental health status of employees (Tang, 2023). Mental health issues are becoming increasingly prevalent in the workplace. Depression, anxiety, and other mental health conditions can interfere with an employee's ability to perform their job effectively, which can impact organizational performance. Mental health issues have been linked to decreased productivity, increased absenteeism, presenteeism, and increased healthcare costs for employers.

The impact of burnout and mental health issues on organizations can be seen through several lenses. For example, some studies such as Kostadinovska-Stojchevska, Trajkovic-Jolevska, and Ackovska-Nasteska, (2019) have explored the relationship between employee burnout and patient safety in healthcare organizations. High levels of burnout among healthcare professionals have been found to be associated with increased medical errors, decreased quality of care, and decreased patient satisfaction. In addition to healthcare organizations, burnout and mental health issues have been found to have a detrimental impact on the performance of other types of organizations as well. For example, research suggests that employee burnout can lead to decreased job performance, decreased job satisfaction, and increased absenteeism and turnover rates among employees in various industries.

Organizations can take several steps to address employee burnout and mental health issues. Some strategies include implementing wellness programs, providing employee assistance programs, promoting

a positive organizational culture, and offering flexible work arrangements. Employee burnout and mental health issues have a significant impact on organizational performance. Organizations must take proactive steps to identify and address these issues to mitigate the negative consequences for both employees and the organization as a whole.

According to Kim, Kim, and Son, (2019), Employee burnout and mental health issues are two related but distinct concepts that can have a significant impact on the well-being of employees and the productivity of organizations. Burnout is a state of emotional, physical, and mental exhaustion caused by prolonged stress and excessive work demands. It is characterized by feelings of cynicism, detachment, and a sense of ineffectiveness or lack of accomplishment. Burnout can lead to decreased motivation, performance, and job satisfaction, as well as increased absenteeism and turnover. Mental health issues, on the other hand, refer to a wide range of conditions that affect an individual's emotional, psychological, and social well-being. Mental health issues can include depression, anxiety, bipolar disorder, schizophrenia, and eating disorders, among others. These conditions can be caused by a variety of factors, including genetics, environmental factors, and life experiences.

While burnout and mental health issues are different, they are closely related. Burnout can be a precursor to mental health issues, and individuals with mental health issues may be more susceptible to burnout. Both can have a significant impact on an employee's ability to do their job effectively, as well as their overall quality of life. There are several risk factors associated with burnout and mental health issues. These can include high job demands, low job control, lack of support from colleagues and supervisors, poor communication, and inadequate resources. Other risk factors for mental health issues can include a history of trauma, substance abuse, and a family history of mental illness.

To address these issues, employers need to take a proactive approach to promote employee well-being. This can involve implementing policies and programs aimed at preventing burnout and promoting mental health. For example, employers can provide training on stress management and work-life balance, offer flexible work arrangements, and provide access to mental health resources such as counseling services. Employers can also create a culture that supports open communication, values employee feedback, and recognizes and rewards employee contributions. Burnout and mental health issues are two closely related concepts that can have a significant impact on employees and organizations. Employers need to recognize the signs of burnout and mental health issues and take steps to promote

employee well-being. By doing so, employers can create a healthy work environment that supports employee productivity, retention, and overall well-being (Ohlendorf, Oetker, & Schumann (2020).

1.3 Literature Review

Employee burnout and mental health issues are becoming increasingly common in today's fast-paced and competitive work environment. There are various factors that contribute to employee burnout and mental health issues, including work-related factors, personal factors, and societal factors. This literature review focuses on work-related factors as the primary cause of employee burnout and mental health issues.

One of the leading causes of employee burnout is excessive workload and job demands. When employees are faced with a high workload and unrealistic deadlines, they may experience physical and emotional exhaustion, feelings of cynicism and detachment from work, and reduced professional efficacy. This can lead to a decrease in productivity and effectiveness, as well as an increase in absenteeism and turnover rates (Bagheri, Taghizadeh, & Khademian (2020).

Another factor that contributes to employee burnout is a lack of control or autonomy in the workplace. When employees feel that they have little control over their work, they may experience a sense of helplessness and frustration, which can lead to decreased motivation and engagement. In addition, a lack of recognition and reward for their contributions can also lead to feelings of dissatisfaction and disillusionment, contributing to burnout and mental health issues.

Coulombe, Gilbert, and Gagné (2021) suggests that poor management practices and support from supervisors can also contribute significantly to employee burnout and mental health issues. A lack of support and guidance from supervisors can create feelings of isolation and disconnection, leading to a decrease in morale and productivity. Moreover, micromanagement and excessive scrutiny can also lead to increased stress and anxiety, contributing to employee burnout and mental health issues. Workplace culture and values can also play a significant role in employee burnout and mental health issues. A toxic work environment characterized by aggression, harassment, and bullying can cause serious psychological harm to employees, leading to symptoms of depression, anxiety, and post-traumatic stress disorder (PTSD). Similarly, a lack of diversity, equity, and inclusion in the workplace can also

contribute to feelings of alienation and marginalization, leading to a decrease in employee engagement and mental health.

The symptoms of employee burnout and mental health issues can manifest in various ways. Physical symptoms may include chronic fatigue, headaches, and gastrointestinal problems. Emotional symptoms may include feelings of exhaustion, cynicism, and detachment from work, as well as increased anxiety and irritability. Cognitive symptoms may include difficulty concentrating, forgetfulness, and decreased professional efficacy. Finally, behavioral symptoms may include increased absenteeism, decreased productivity, and a desire to withdraw from social interactions (Akintayo, Ojedokun, & Bamgbade, 2019). Employee burnout and mental health issues are significant problems faced by many workers in today's fast-paced and competitive work environment. Work-related factors such as excessive workload, lack of control, poor management practices, and toxic workplace culture can contribute significantly to employee burnout and mental health issues. Therefore, it is essential for organizations to prioritize employee well-being through various initiatives, including flexible work arrangements, stress reduction programs, mental health support, and a positive workplace culture. By doing so, organizations can create a healthy and productive work environment that benefits both employees and the company as a whole (Sommovigo, Nota, & Guidetti (2021).

Insights offered by Lee, Lin, & Hsu (2022) asserts that employee burnout and mental health issues can have a significant impact on organizations, affecting productivity, retention rates, work quality, and overall employee satisfaction. Burnout occurs when employees experience chronic stress that leads to physical and emotional exhaustion, cynicism, and reduced effectiveness at work. Mental health issues, such as anxiety and depression, can also affect an employee's ability to perform well at work and can lead to absenteeism or presenteeism.

The implications of burnout and mental health issues on organizations are multifaceted, affecting a range of organizational outcomes, including employee retention, engagement, productivity, workplace safety, and compliance with legal and regulatory standards. These outcomes underscore the importance of prioritizing employee well-being to foster a resilient and sustainable work environment.

High turnover rates are among the most visible impacts of burnout and mental health issues on organizations. Employees experiencing burnout or mental health struggles often seek to leave for

environments perceived as more supportive (Shanafelt et al., 2019). Such turnover not only diminishes institutional knowledge and experience but also leads to increased costs related to recruitment and training (Tang, 2023). These factors contribute to operational inefficiencies and potential setbacks in achieving organizational goals (Bakker & Demerouti, 2017).

Furthermore, mental health issues and burnout significantly influence employee engagement and productivity. Burned-out employees are more likely to feel disconnected from their roles and exhibit lower motivation, ultimately affecting their willingness to contribute meaningfully to organizational success (Maslach & Leiter, 2016). This disengagement often results in decreased productivity and heightened error rates, which can escalate costs and potentially tarnish the organization's reputation (Schaufeli, 2021).

The risk of workplace accidents and injuries also rises with burnout and mental health challenges. Research indicates that employees struggling with exhaustion or mental health problems may be more accident-prone, which not only hinders productivity but also increases costs associated with workers' compensation claims (Sonnetag, 2015). This relationship emphasizes the need for organizations to consider employee well-being as part of their workplace safety strategy.

Additionally, organizations face legal and regulatory compliance risks when employee burnout and mental health issues are not adequately addressed. Employers have a duty of care to maintain a safe and healthy work environment; failure to do so may result in lawsuits or regulatory penalties (Tang, 2023). The legal implications reinforce the importance of proactively supporting employee mental health as part of organizational compliance and risk management efforts.

According to Okechukwu and Achora (2019), employee burnout and mental health issues has a drastic effect on work organizations, affecting productivity, retention rates, work quality, and overall employee satisfaction. As such, it is crucial for organizations to prioritize the well-being of their employees and take proactive steps to prevent and address these issues. One of the main causes of burnout is overworking or working long hours without proper rest. Organizations can prevent burnout by promoting work-life balance through flexible work arrangements, such as telecommuting, compressed workweeks, and flexible schedules. Employers should also encourage employees to take breaks during the workday and use all their vacation time.

Furthermore, creating a supportive work environment is essential in preventing employee burnout and mental health issues. This includes providing competitive compensation and benefits packages, creating a positive workplace culture, and offering employee assistance programs (EAPs) that provide counseling and support services. In addition, Encouraging open communication between employees and management can help identify potential burnout and mental health issues early on. Managers should be trained to recognize the signs of burnout and mental health issues and have regular check-ins with their employees to discuss any concerns they may have.

Also, Employees who feel that they are not learning or growing in their jobs are more likely to experience burnout. Organizations can prevent this by providing training and development opportunities that allow employees to expand their knowledge and skills.

Employee burnout and mental health issues are increasingly common in today's fast-paced work environment. The pandemic has only added to the stress and anxiety employees face on a daily basis, making it vital for organizations to implement effective conflict resolution strategies to address these issues.

One of the most important strategies for addressing employee burnout is to create a positive and supportive workplace culture. This includes encouraging open communication, recognizing employees' achievements, and promoting work-life balance. When employees feel valued and supported, they are less likely to experience burnout and are more motivated to perform well. Another strategy is to provide employees with resources and support for managing their mental health. This can include access to counseling services, employee assistance programs, and flexible scheduling options. By acknowledging the importance of mental health and offering resources to support it, employers can help prevent burnout and promote overall well-being (Akinola & Adeyemi, 2018).

In addition, it's important for managers to be proactive in identifying signs of burnout and mental health issues among employees. This can include changes in behavior, decreased productivity, and increased absenteeism. By addressing these issues early on, managers can help prevent them from escalating and becoming more serious. When conflicts do arise related to burnout or mental health, it's important to approach them with empathy and understanding. This means listening to employees' concerns and working together to find solutions that address their needs and concerns. It's important

to avoid blaming or shaming employees for their struggles and instead focus on finding ways to support them.

According to Adelakun, Owoyemi, and Adebayo (2020), one effective conflict resolution strategy is mediation, which involves bringing in a neutral third party to facilitate communication and negotiation between parties. Mediation can be especially helpful when conflicts arise between employees and their managers or colleagues, as it can help to restore trust and improve relationships. Another strategy is to establish clear policies and procedures for addressing burnout and mental health issues. This can include guidelines for taking time off for mental health reasons, as well as protocols for reporting and addressing incidents of workplace bullying or harassment. Having clear policies in place can help reduce confusion and ensure that everyone is on the same page when it comes to addressing these issues.

Ultimately, the key to effective conflict resolution strategies for addressing employee burnout and mental health issues is to prioritize empathy, communication, and support. By creating a positive and supportive workplace culture, providing resources and support for managing mental health, being proactive in identifying early signs of burnout and mental health issues, approaching conflicts with understanding and empathy, using mediation as a tool for resolving conflicts, and establishing clear policies and procedures, organizations can create a healthier and more productive work environment for everyone.

2. Theoretical Underpinnings

2.1 Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) Theory posits that employee well-being is significantly influenced by the balance between job demands and resources (Bakker & Demerouti, 2007). Job demands, such as high workload, time pressure, and emotional strain, can lead to burnout when they are not matched by adequate resources, such as autonomy, supportive management, and access to mental health resources. JD-R Theory suggests that by enhancing job resources, organizations can buffer the negative effects of high demands, thus reducing burnout and promoting mental well-being. This theory links closely to the study's emphasis on addressing burnout and mental health issues in organizations. By investing in resources such as counseling programs, work-life balance initiatives, and supportive management training, organizations can better support employee well-being, ultimately

mitigating turnover and disengagement (Schaufeli & Taris, 2014). The JD-R framework underlines the importance of proactive organizational strategies that manage workload and provide resources to foster resilience and mental health.

2.2 Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory asserts that individuals strive to obtain, retain, and protect resources, which include both external resources, like social support, and internal resources, such as resilience and self-esteem (Hobfoll, 1989). When employees perceive a threat to these resources or experience a resource drain, such as from excessive work demands or lack of support, they may experience stress, burnout, and reduced well-being. COR Theory argues that burnout and mental health issues arise from resource loss and that organizations can mitigate these outcomes by bolstering resources to prevent depletion.

This theory directly supports the study's focus on employee well-being, suggesting that to mitigate burnout, organizations should foster resource-building strategies. These might include providing mental health days, implementing support systems, and offering resilience-building workshops. By proactively investing in resources that employees value and need, organizations can prevent burnout and enhance mental health, leading to higher engagement, productivity, and retention.

These theories emphasize the necessity of a structured, resource-focused approach to addressing employee burnout and mental health issues, aligning with the study's objective of enhancing organizational well-being through strategic interventions.

3. Methodology

This qualitative study examines strategies to mitigate burnout and mental health issues among Nigerian Breweries' sales employees in Kogi State, Nigeria. Through a descriptive design, the study explores the experiences and perspectives of sales staff in a high-pressure FMCG environment. Using purposive sampling, 10 participants were selected for semi-structured interviews, providing insights into work-related stress, coping strategies, and views on organizational support. Data were analyzed through thematic analysis, identifying key themes related to burnout, mental health challenges, and recommended organizational interventions. Ethical guidelines were rigorously followed, with informed consent

obtained and confidentiality assured. While offering valuable insights, the study's findings are limited by a small sample size, suggesting future research with larger samples for broader applicability.

4. Data Analysis and Findings

Table 4.1 Demographic Classification of Respondents

Respondent ID	Age Group	Religion	Educational Qualification	Length of Service
R1	25-30	Christianity	Bachelor's Degree	1-3 years
R2	31-35	Islam	Bachelor's Degree	4-6 years
R3	36-40	Christianity	Bachelor's Degree	7-9 years
R4	41-45	Islam	HND	10+ years
R5	25-30	Christianity	Bachelor's Degree	1-3 years
R6	31-35	Christianity	HND	4-6 years
R7	36-40	Christianity	Master's Degree	7-9 years
R8	41-45	Islam	Bachelor's Degree	10+ years
R9	31-35	Christianity	HND	4-6 years
R10	25-30	Islam	Bachelor's Degree	1-3 years

4.1 Thematic Analysis

4.1.1 Workload and Performance Pressure

- **Description:** Many respondents highlighted excessive workload and high performance targets as major sources of stress. Sales employees felt pressure to consistently meet or exceed targets, leading to mental fatigue and feelings of burnout.
- **Respondents:** 7 out of 10
- **Responses:**
 - “The monthly targets are sometimes too high, making it hard to keep up without getting stressed.”
 - “Every month, there’s a rush to meet targets, and it feels overwhelming.”

4.1.2 Lack of Work-Life Balance

- **Description:** Respondents expressed difficulties balancing personal life with work demands. Irregular hours, constant travel, and limited downtime contributed to a lack of work-life balance, further exacerbating mental strain.
- **Respondents:** 6 out of 10
- **Responses:**
 - “It’s hard to find time for family with the amount of travel and calls even after work hours.”
 - “Work-life balance is almost impossible in this job, and it affects my mental health.”

4.1.3 Need for Organizational Support and Resources

- **Description:** Participants indicated a need for more mental health resources and support systems within the organization. Some suggested that counseling services or mental health days could alleviate stress.
- **Respondents:** 8 out of 10
- **Responses:**
 - “There should be a counselor or someone we can talk to about stress at work.”
 - “The company should consider mental health days or regular breaks to avoid burnout.”

4.1.4 Camaraderie and Peer Support

- **Description:** Positive social interactions with peers were cited as a significant buffer against burnout. Employees found support in sharing experiences and challenges with colleagues, which helped mitigate stress.
- **Respondents:** 5 out of 10
- **Responses:**
 - “Talking with colleagues helps a lot. We share experiences and encourage each other.”
 - “Having friends at work makes it easier to cope with the stressful parts of the job.”

Table 4.2 Summary Transcripts of Themes and Respondent Distribution

Theme	Number of Respondents	Percentage (%)
Workload and Performance Pressure	7	70%
Lack of Work-Life Balance	6	60%
Need for Organizational Support and Resources	8	80%
Camaraderie and Peer Support	5	50%

This thematic analysis provides insight into the primary stressors and mental health challenges facing the sales force, along with the supportive elements that can help alleviate burnout. The findings indicate a need for organizational strategies that focus on workload management, work-life balance, and increased mental health support.

5. Discussion of Findings

The findings of this study shed light on significant stressors faced by the sales team at Nigerian Breweries in Kogi State, revealing how factors such as workload, work-life balance, organizational support needs, and peer relationships play crucial roles in shaping employees' mental well-being. These challenges appear to be nuanced, with demographic factors like age, service length, and educational qualifications further influencing how these stressors impact the workforce.

A substantial proportion of respondents, 70%, identified excessive workload and high-performance targets as primary sources of stress. This pressure was particularly acute for mid-level employees aged 31-40 with 4-9 years of service, who, while experienced, continue to face heightened demands to meet ambitious targets. These findings align with previous research on burnout in high-demand fields, which indicates that mid-career employees often carry the brunt of performance pressures as they advance. Studies by Schaufeli and Bakker (2021) support the view that sales roles, particularly in competitive FMCG environments, experience significant burnout due to strict targets and market competition. Mid-career employees, balancing increased job responsibilities and career growth, are especially vulnerable to these pressures, often facing greater burnout risks as they strive to fulfill escalating expectations.

Another key issue reported by 60% of participants was work-life balance, which emerged as a significant concern, especially for younger employees aged 25-30 and those with 1-3 years of service.

These early-career respondents often pointed to irregular work hours and frequent travel as barriers to achieving a healthy balance between personal and professional life. The demands of entry-level sales positions, which frequently require extended hours and constant travel, can hinder young employees' ability to establish a stable routine outside of work. Research by Duxbury and Halinski (2023) suggests that younger employees, particularly those new to their roles, face considerable work-life challenges, struggling to adapt to the demands of their jobs due to limited coping mechanisms and experience. Early-career employees are therefore more susceptible to stress related to work-life imbalance, as they navigate the intensive demands of their roles without established support systems. A strong need for organizational support emerged, with 80% of respondents expressing a desire for more mental health resources and access to counseling services. Employees with longer service records, particularly those with over 10 years in the organization, were especially vocal about the need for mental health resources, likely as a result of cumulative stress and fatigue built up over time. This call for support aligns with findings from Salyers et al. (2021), who found that employees in high-stress positions experience compounded stress as their tenure increases, emphasizing the importance of tailored mental health resources. The organization's investment in wellness programs and counseling resources could thus play a critical role in mitigating mental health challenges among long-serving employees, who may otherwise face exacerbated stress due to prolonged exposure to workplace demands.

Social support from peers was another positive element identified by half of the respondents, who reported that camaraderie among colleagues served as a helpful buffer against stress. Employees with 4-6 years of service particularly valued these relationships, viewing peer interactions as essential sources of emotional support and motivation. These mid-tenure employees found solace in shared experiences, which helped them navigate the unique challenges of their roles. The positive impact of peer support aligns with research by Griffith and Jones (2022), which suggests that social support in the workplace can significantly reduce stress. In challenging fields like sales, where pressure is high, camaraderie among team members can foster shared understanding, reduce isolation, and ultimately provide a much-needed support system for employees dealing with the demands of their roles.

6. Recommendations

The challenges of employee burnout and mental health issues have come to stay. Employees and employers must take drastic actions towards addressing this phenomenon. Arising from the findings of the study, it is obvious that there is an urgent need for Nigerian Breweries to address these stressors by implementing structured workload management practices, promoting work-life balance initiatives, establishing mental health support services, and fostering peer support programs. However, stakeholders have different roles to play in addressing this menace.

For Employers:

1. Foster a culture of openness and understanding regarding mental health issues.
2. Provide adequate resources and support for employees dealing with burnout and mental health issues, such as counseling services or flexible work arrangements.
3. Encourage regular breaks and prioritize work-life balance to prevent burnout.
4. Monitor workloads and ensure they are manageable and realistic.
5. Train managers to identify early signs of burnout and mental health issues and provide appropriate support.

For Employees:

1. Take breaks and disconnect from work during non-work hours.
2. Prioritize self-care activities, such as exercise, meditation, and spending time with loved ones.
3. Communicate with your employer about workload and potential stressors.
4. Seek out resources, such as EAPs or mental health professionals, if you are struggling with mental health issues.
5. Advocate for mental health awareness and support in the workplace.

By working together, employers and employees can create healthy and supportive work environments that promote mental health and well-being. This approach could significantly reduce burnout and mental health concerns, helping employees to thrive despite the high demands of the sales role.

7. Conclusion

Addressing employee burnout and mental health issues is crucial for maintaining a healthy and productive work environment. Organizations should prioritize the well-being of their employees by implementing strategies such as offering mental health resources, flexible work arrangements, and

promoting work-life balance. It's also important for employers to prioritize open communication and transparency in order to address any concerns or conflicts that may arise. By prioritizing employee mental health, organizations can not only prevent burnout and conflict but also improve overall productivity and job satisfaction among their workforce.

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