

A Systematic Review of the Impact of Wellbeing and Mental Health on Employee Performance

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ABSTRACT

Workplace well-being and mental health are increasingly recognized as important factors influencing employee performance in modern organizations. This study aims to analyze the influence of workplace well-being and mental health on employee performance. This research employs a systematic literature review method using the PRISMA approach, which includes the stages of identification, screening, and eligibility selection of articles obtained from Scopus, Web of Science, and Google Scholar. From an initial search result of 47 articles, after removing duplicates and screening based on relevance and inclusion–exclusion criteria, 17 scientific articles published in the period 2021–2025 and aligned with the research focus were obtained. The synthesis of the studies shows that workplace well-being and mental health each have a consistent positive relationship with employee performance. The synthesis of the reviewed studies indicates consistent and mutually reinforcing empirical evidence regarding the relationship between workplace well-being and mental health on employee performance. These findings confirm that workplace well-being and mental health play a significant role in improving employee performance.

Keywords: *Employee Performance, Mental Health, Systematic Literature Review, Workplace Well-being.*

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1. | INTRODUCTION

Workplace well-being has become an increasingly important issue in modern organizations because employee well-being is closely associated with productivity, organizational effectiveness, and long-term organizational sustainability (Wijngaards et al., 2022). Employees with higher levels of workplace well-being generally demonstrate stronger work engagement, higher motivation, and better job satisfaction (Lee et al., 2021). Previous studies also found that workplace wellbeing positively influences employee performance and organizational productivity (Kundi et l., 2021). Furthermore, workplace well-being contributes to creating a supportive and positive working environment that strengthens organizational competitiveness (Mohamad & Abiddin, 2024). According to Rahi (2022) employee well-being is considered an essential organizational asset because psychologically healthy employees are more adaptive and resilient in facing workplace challenges.

The importance of workplace well-being has become more relevant due to rapid technological developments, digital transformation, and changes in modern work systems (Wang et al., 2021). Flexible working arrangements and increasing job demands require employees to continuously adapt to organizational changes and work pressures (Oakman et al., 2022). Employees who are unable to manage these pressures effectively are more likely to experience emotional exhaustion and decreased work performance (Mazzetti et al., 2023). Therefore, organizations are increasingly expected to provide supportive work environments that can maintain employee well-being and organizational productivity (De Simone & Franco, 2023).

Mental health is another important factor that strongly influences employee performance and organizational effectiveness (McGorry et al., 2024). Good mental health enables employees to manage stress effectively, maintain emotional stability, and perform their responsibilities efficiently (Belloni et al., 2022). Conversely, poor mental health conditions such as stress, anxiety, depression, and burnout negatively affect employee concentration, productivity, and decision-making ability (Koutsimani & Montgomery, 2023). Burnout has also been identified as one of the major causes of declining motivation and reduced work quality among employees (Sullivan et al., 2026). According to Sullivan et al. (2026), prolonged emotional exhaustion may reduce employee commitment and increase turnover intention within organizations. Mental health problems among employees also contribute to absenteeism and lower organizational performance (McGorry et al., 2024).

The relationship between workplace well-being, mental health, and employee performance can be explained through the Job Demands–Resources Theory developed by Reyt et al. (2022). This theory explains that employee well-being is influenced by the balance between job demands and organizational resources (Bakker & Demerouti, 2024). Organizational resources such as leadership support, positive work culture, and supportive working environments are important factors that improve employee psychological conditions and performance (De Simone & Franco, 2023). Employees

who receive adequate organizational support are generally more capable of handling work pressure and maintaining emotional stability (Cao et al., 2020). In addition, supportive organizational systems significantly strengthen employee engagement and productivity (Delina et al., 2020).

Several scholars have examined workplace well-being and mental health from different perspectives and organizational contexts (Haehner et al., 2024). Previous studies commonly found positive relationships between workplace wellbeing and employee performance, as well as between mental health and productivity (Kundi et al., 2021). However, many earlier studies still examine workplace wellbeing and mental health separately rather than integrating both variables comprehensively within a single discussion framework (Mazzetti et al., 2023). Empirical findings also remain inconsistent regarding the extent to which workplace well-being and mental health simultaneously influence employee performance in different organizational settings (Haehner et al., 2024). These inconsistencies indicate the existence of research gaps that require further discussion and synthesis of findings from previous studies (Bakker & Demerouti, 2024).

This study responds to these issues by conducting a systematic literature review to synthesize findings related to workplace well-being, mental health, and employee performance. The systematic literature review approach enables researchers to identify patterns, evaluate consistency, and compare findings from previous studies comprehensively. This article aims to analyze the relationship among workplace well-being, mental health, and employee performance, examine how previous scholars have responded to these issues, and provide broader theoretical and practical insights regarding employee well-being in modern organizations (Wijngaards et al., 2022).

In particular, this study seeks to explore how workplace well-being influences employee performance in organizational settings, how mental health affects employee productivity and work quality, and what factors strengthen the relationship among workplace well-being, mental health, and employee performance within modern organizations. Through these inquiries, the study aims to develop a more comprehensive understanding of the interconnected roles of workplace well-being and mental health in shaping employee outcomes. Furthermore, this research is expected to contribute to the development of human resource management literature and provide recommendations for organizations in improving employee well-being, mental health, and organizational performance (Reyt et al., 2022).

2. | LITERATURE REVIEW

Workplace Well-Being

Workplace well-being refers to employees' overall psychological, emotional, and social experiences within the workplace. In recent years, workplace well-being has become an increasingly important topic in organizational studies because it is closely

associated with employee productivity, organizational effectiveness, and long-term sustainability (Wijngaards et al., 2022). Employees who experience higher levels of workplace well-being generally demonstrate stronger work engagement, greater motivation, and higher job satisfaction, which contribute positively to organizational performance (Lee et al., 2021). As a result, organizations are increasingly recognizing employee well-being as a strategic resource that supports both individual and organizational success.

Previous studies consistently reported a positive relationship between workplace well-being and employee performance. Kundi et al. (2021) found that workplace well-being positively affects employee performance, indicating that employees who perceive their work environment positively are more likely to perform effectively. Similarly, Haehner et al. (2024) reported that employee well-being is positively related to job performance across different organizational contexts. Employee engagement has also been identified as an important mechanism linking well-being and performance. According to Delina et al. (2020), employees with higher levels of engagement tend to exhibit stronger productivity and better work quality, while Cao et al. (2020) emphasized that employee engagement contributes significantly to organizational effectiveness.

Workplace well-being is influenced by various organizational factors. Supportive leadership, organizational support, and positive work environments contribute significantly to employee well-being and motivation (De Simone & Franco, 2023; Mohamad & Abiddin, 2024). Flexible working arrangements have also emerged as an important determinant of employee well-being in modern organizations, particularly in response to changing work systems and technological developments (Wang et al., 2021). Furthermore, organizational resources such as supportive systems, autonomy, and healthy workplace conditions enhance employees' psychological well-being and ability to perform effectively (Bakker & Demerouti, 2024). Therefore, workplace well-being should be viewed as a multidimensional construct that plays a fundamental role in improving employee outcomes and sustaining organizational competitiveness.

Mental Health

Mental health is an essential component of employee well-being and has become increasingly important within modern organizational environments. Mental health refers to an individual's psychological condition and ability to cope effectively with workplace demands, stressors, and organizational changes. Employees with positive mental health are generally more capable of maintaining emotional stability, managing stress, and performing their work responsibilities efficiently (Belloni et al., 2022). Consequently, mental health is widely recognized as a critical factor influencing employee productivity, work quality, and organizational effectiveness (McGorry et al., 2024).

Research findings consistently indicate that good mental health contributes positively to employee performance. Employees who maintain positive psychological

conditions tend to demonstrate stronger concentration, higher work efficiency, and greater consistency in performing organizational tasks (Belloni et al., 2022). In contrast, poor mental health conditions negatively affect both individual and organizational outcomes. Psychological problems such as stress, anxiety, depression, and burnout have been found to reduce employee productivity, impair decision-making ability, and weaken organizational commitment (Koutsimani & Montgomery, 2023). Burnout, in particular, has emerged as one of the most significant workplace challenges because it contributes to emotional exhaustion, declining motivation, and lower work quality (Sullivan et al., 2026).

The growing complexity of modern work environments has further increased the importance of mental health management. Employees are frequently required to adapt to technological changes, increasing workloads, and evolving organizational expectations. When these demands exceed employees' coping capacities, psychological strain may occur and negatively influence work outcomes (Mazzetti et al., 2023). Conversely, supportive workplace environments can strengthen employee mental stability and resilience (Oakman et al., 2022). Therefore, organizations are encouraged to develop policies and support systems that promote psychological well-being, reduce work-related stress, and create healthy work environments. Such initiatives not only improve employee mental health but also contribute to higher levels of performance, engagement, and organizational sustainability.

Relationship among Workplace Well-Being, Mental Health, and Employee Performance

The relationship among workplace well-being, mental health, and employee performance can be explained through the Job Demands–Resources Theory. This perspective suggests that employee well-being and performance are influenced by the balance between job demands and organizational resources (Reyt et al., 2022). When organizations provide adequate resources, employees are better able to manage work pressures, maintain psychological well-being, and achieve higher levels of performance. Conversely, excessive job demands without sufficient support may increase stress, reduce well-being, and negatively affect performance outcomes (Bakker & Demerouti, 2024).

Several studies have demonstrated that workplace well-being and mental health are closely interconnected. Employees who experience positive workplace well-being are more likely to maintain stable mental health, stronger engagement, and higher productivity (Kundi et al., 2021; Lee et al., 2021). Organizational support, leadership quality, and positive workplace conditions have been identified as important factors that simultaneously influence employee well-being and psychological health (De Simone & Franco, 2023; Mohamad & Abiddin, 2024). In addition, organizational resources contribute to employee resilience and effectiveness by helping employees cope with work-related demands and stressors (Reyt et al., 2022).

Empirical evidence also indicates that employee well-being functions as a mechanism through which organizational practices influence performance outcomes. Research published in *Research Horizon* found that leadership quality, organizational culture, and reduced work stress positively affect employee performance, emphasizing the importance of maintaining healthy workplace conditions (Wairisal, 2023). Furthermore, employee engagement serves as an important bridge linking well-being and performance, as engaged employees tend to demonstrate higher productivity and stronger organizational involvement (Cao et al., 2020; Delina et al., 2020).

Despite these findings, previous studies often examine workplace well-being and mental health separately rather than integrating both variables within a comprehensive framework (Mazzetti et al., 2023). Variations in findings across different organizational contexts also suggest the existence of research gaps that require further synthesis and investigation (Haehner et al., 2024). Therefore, understanding the interaction among workplace well-being, mental health, and employee performance remains essential for developing effective organizational strategies and improving long-term organizational effectiveness.

3. | RESEARCH METHOD

This study employed a Systematic Literature Review (SLR) approach using the PRISMA framework to identify, evaluate, and synthesize previous studies related to workplace well-being, mental health, and employee performance (Page et al., 2024). The SLR approach enables researchers to integrate findings from existing studies in a systematic, transparent, and replicable manner while providing comprehensive insights into complex research topics. PRISMA is widely recognized as a guideline for identifying, screening, evaluating, and synthesizing relevant studies, thereby improving the quality and transparency of the review process while minimizing potential bias (Page et al., 2024).

The literature search was conducted systematically using three major academic databases: Scopus, Web of Science, and Google Scholar. These databases were selected because they provide broad coverage of reputable peer-reviewed international publications and multidisciplinary scientific journals (Martín-Martín et al., 2021). The search strategy employed combinations of keywords related to the research topic, including “workplace well-being,” “employee well-being,” “mental health,” “psychological well-being,” “employee performance,” and “job performance.” To ensure the relevance and contemporariness of the selected literature, the search process was limited to articles published between 2021 and 2025 (Page et al., 2024).

The inclusion and exclusion criteria were established to ensure the quality and relevance of the reviewed studies. The inclusion criteria consisted of peer-reviewed journal articles published in English, studies indexed in reputable databases such as Scopus or Web of Science, articles discussing workplace well-being, mental health, and employee performance, and studies available in full-text format. Meanwhile, duplicate records, conference abstracts, non-academic publications, studies unrelated to the

research topic, and articles with incomplete or unclear findings were excluded from the review process.

The study selection process followed the PRISMA procedure (Page et al., 2024). Initially, 47 articles were identified through database searching. After duplicate records were removed, 42 articles remained for the screening stage. During title and abstract screening, 20 articles were excluded because they were not directly relevant to workplace well-being, mental health, or employee performance. Subsequently, 22 full-text articles were assessed for eligibility. Following evaluation against the predetermined inclusion and exclusion criteria, five articles were excluded because they did not directly examine the relationships among the selected variables. As a result, 17 studies were retained for the final analysis and synthesis.

To ensure methodological rigor, the quality of the selected studies was assessed based on the clarity of research objectives, appropriateness of research design, validity and reliability of data, and relevance of findings to the research topic. The credibility of publication sources was also considered, with priority given to articles published in reputable journals indexed in Scopus and Web of Science. The data were analyzed using a qualitative synthesis approach that involved grouping studies according to research variables, identifying key findings, and categorizing results into thematic discussions. The analysis further explored patterns, similarities, differences, and organizational factors influencing the relationship among workplace well-being, mental health, and employee performance (Bakker & Demerouti, 2024). This approach enabled a comprehensive understanding of how organizational factors shape employee psychological conditions and work outcomes.

4. | RESULTS

This section presents the findings obtained from the Systematic Literature Review regarding workplace well-being, mental health, and employee performance. The findings are based on the analysis and synthesis of 17 selected studies published between 2021 and 2025. The reviewed studies originated from various organizational and industrial contexts and employed different research approaches to examine the relationships among workplace well-being, mental health, and employee performance.

The findings indicate that most of the reviewed studies employed quantitative research approaches, with survey methods serving as the primary data collection technique. Several studies also utilized statistical analysis techniques such as Structural Equation Modeling (SEM), regression analysis, and multivariate analysis to examine the relationships among variables. These analytical approaches are widely applied in organizational research because they provide reliable evaluations of complex relationships among psychological and behavioral variables.

The reviewed studies consistently reported that workplace well-being and mental health significantly influence employee performance across different organizational settings. Studies examining workplace well-being found that employees with higher

levels of well-being generally demonstrated stronger work engagement, higher productivity, and greater job satisfaction. In addition, studies related to mental health revealed that employees with positive psychological conditions tended to maintain better emotional stability, concentration, and work consistency within workplace environments. Conversely, several studies reported that stress, anxiety, and burnout negatively affected employee productivity, work quality, and organizational commitment.

Furthermore, the reviewed studies identified several organizational factors influencing workplace well-being and mental health, including leadership support, organizational culture, communication quality, and management practices. Studies focusing on organizational support demonstrated that supportive work environments and employee-centered organizational policies positively contributed to employee psychological well-being and organizational effectiveness. In addition, effective organizational support systems were found to help employees adapt to changing work demands and maintain psychological resilience within dynamic workplace environments. These findings indicate that workplace well-being and mental health are important organizational factors associated with employee performance across various organizational contexts.

Table 1. Summary of Reviewed Articles

No	Author(s)	Variables	Main Findings
1	Kundi et al. (2021)	Workplace WellBeing, Employee Performance	Workplace well-being positively affects employee performance.
2	McGorry et al. (2024)	Mental Health, Employee Performance	Mental health significantly influences employee productivity and work quality.
3	Lee et al. (2021)	Subjective Well-Being, Work Engagement	Higher well-being improves employee engagement and job satisfaction.
4	Koutsimani & Montgomery (2022)	Burnout, Anxiety, Employee Performance	Burnout negatively impacts employee performance and concentration.
5	De Simone & Franco (2023)	Leadership, Workplace WellBeing	Leadership support enhances workplace wellbeing among employees.
6	Mohamad & Abiddin (2024)	Organizational Support, Workplace WellBeing	Well-being interventions improve employee outcomes and motivation.
7	Haehner et al. (2024)	Well-Being, Employee Performance	Employee well-being positively relates to job performance.
8	Belloni et al. (2022)	Mental Health, Productivity	Good mental health conditions increase work efficiency and consistency.
9	Reyt et al. (2022)	Job Resources, Workplace WellBeing	Organizational resources improve employee wellbeing and performance.
10	Mazzetti et al. (2023)	Job Demands, Mental Health	High work demands negatively affect employee mental health.
11	Bakker & Demerouti (2024)	Job Demands-Resources, Employee WellBeing	Supportive organizational systems improve employee well-being.

No	Author(s)	Variables	Main Findings
12	Sullivan et al. (2026)	Burnout, Mental Health	Burnout contributes to reduced motivation and productivity.
13	Oakman et al. (2022)	Work Environment, Mental Stability	Positive work environments support employee mental stability.
14	Wang et al. (2021)	Flexible Working, Workplace WellBeing	Flexible working arrangements influence employee well-being.
15	Wijngaards et al. (2022)	Workplace Well-Being Framework	Workplace well-being supports sustainable organizational performance.
16	Cao et al. (2020)	Work Engagement, Employee Performance	Higher employee engagement improves organizational effectiveness.
17	Delina et al. (2020)	Employee Engagement, Productivity	Employee engagement strongly relates to productivity and work quality.

Source: Processed literature review data (2026).

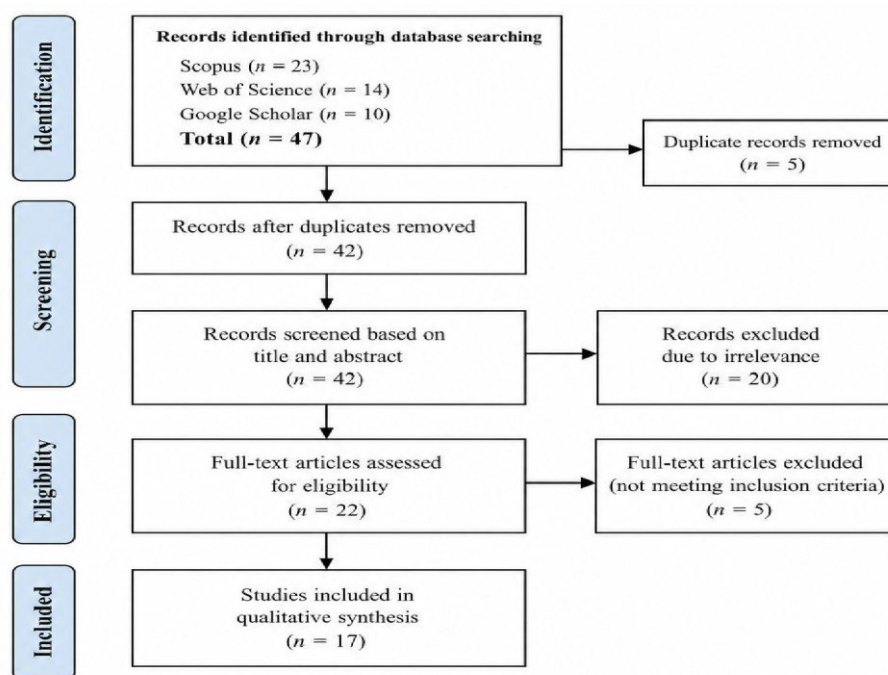
Table 1 summarizes the findings of 17 studies examining the relationships among workplace well-being, mental health, and employee performance. Overall, the reviewed studies consistently indicate that workplace well-being and mental health are important determinants of employee performance across various organizational contexts. Several studies found that workplace well-being positively influences employee productivity, work engagement, job satisfaction, and overall performance (Kundi et al., 2021; Haehner et al., 2024). Similarly, employee engagement was identified as a key mechanism through which well-being contributes to higher productivity and organizational effectiveness (Cao et al., 2020; Delina et al., 2020).

The findings also highlight the significant role of mental health in shaping employee outcomes. Employees with positive mental health conditions tend to demonstrate greater work efficiency, consistency, and productivity (McGorry et al., 2024; Belloni et al., 2022). In contrast, psychological challenges such as burnout, anxiety, and excessive job demands negatively affect employee concentration, motivation, and performance (Koutsimani & Montgomery, 2022; Mazzetti et al., 2023; Sullivan et al., 2026).

In addition, organizational factors were found to play a crucial role in strengthening employee well-being and performance. Leadership support, organizational support, flexible working arrangements, and adequate job resources contribute positively to workplace well-being and employee outcomes (De Simone & Franco, 2023; Mohamad & Abiddin, 2024; Reyt et al., 2022; Wang et al., 2021). Supportive organizational systems and positive work environments further enhance employee psychological stability and well-being (Bakker & Demerouti, 2024; Oakman et al., 2022).

Furthermore, workplace well-being was found to contribute not only to individual performance but also to sustainable organizational performance and long-term effectiveness (Wijngaards et al., 2022). Collectively, the reviewed studies demonstrate that organizations should prioritize workplace well-being and mental health through

supportive policies, leadership practices, and work environments in order to improve employee performance and achieve sustainable organizational success.



Source: Processed by author based on PRISMA (2026)

Figure 1. PRISMA flow diagram of article selection

The main findings reveal that workplace well-being has a positive and significant impact on employee performance (Kundi et al., 2021). Employees with higher levels of workplace well-being tend to demonstrate better productivity, higher work engagement, and improved quality of output (Lee et al., 2021). This indicates that workplace well-being is a crucial factor in enhancing individual work effectiveness. These findings are based on a systematic review process following the PRISMA framework, which ensured a rigorous and transparent selection of relevant studies. As illustrated in Figure 1, a total of 47 articles were initially identified through database searches conducted in Scopus, Web of Science, and Google Scholar. After removing duplicate records and excluding studies that were not relevant to the research objectives, 22 full-text articles were assessed for eligibility. Subsequently, 5 articles were excluded because they did not meet the predetermined inclusion criteria, resulting in 17 studies being included in the final qualitative synthesis.

The systematic screening and eligibility assessment process strengthened the reliability of the findings by ensuring that only high-quality and relevant studies were analyzed. Across the selected studies, workplace well-being consistently emerged as an important determinant of employee performance. The evidence suggests that organizations that invest in employee well-being initiatives are more likely to foster positive psychological conditions, enhance work engagement, and improve overall organizational effectiveness. Therefore, workplace well-being should be considered a

strategic organizational resource that contributes to both employee success and long-term organizational sustainability.

5. | DISCUSSION

The findings of this study indicate that workplace well-being has a significant influence on employee performance across various organizational contexts (Kundi et al., 2021). Employees experiencing higher levels of workplace well-being tend to demonstrate stronger work engagement, higher productivity, and greater job satisfaction (Delina et al., 2020). These findings support the Job Demands–Resources Theory, which explains that the balance between job demands and organizational resources influences employee well-being and work performance (Reyt et al., 2022). In line with this perspective, Van Veldhoven and Peccei argue that understanding productive work while maintaining employee happiness and fulfillment requires organizational policies that simultaneously improve quality of life and performance outcomes (Gutiérrez et al., 2020). Organizational resources such as social support, job autonomy, flexible working arrangements, and supportive work environments contribute positively to employee psychological well-being and organizational effectiveness (Bakker & Demerouti, 2024). Similarly, positive workplace experiences increase employee adaptability and resilience when facing organizational challenges (Rahi, 2022).

The review further demonstrates that workplace well-being contributes not only to individual productivity but also to broader organizational sustainability and effectiveness (Wijngaards et al., 2022). This finding is consistent with the governance and sustainability perspective proposed by Cvenkel (2020), which suggests that organizations promoting employee health and well-being can achieve cost efficiencies, stronger engagement, and higher productivity that support long-term success. Employees with positive workplace well-being generally exhibit greater adaptability, emotional resilience, and organizational involvement (Cao et al., 2020). Supportive work environments also encourage active participation in organizational activities and help maintain long-term work consistency (Lee et al., 2021).

Mental health was also identified as a crucial factor affecting employee performance within modern organizations (McGorry et al., 2024). Employees with positive mental health conditions are better able to manage work-related stress, maintain emotional stability, and perform tasks consistently (Belloni et al., 2022). Positive mental health is associated with stronger concentration, better decision-making, and greater work efficiency. In contrast, mental health problems such as stress, anxiety, depression, and burnout negatively influence productivity, work quality, emotional stability, and organizational commitment (Koutsimani & Montgomery, 2023). Prolonged burnout has been shown to contribute to emotional exhaustion and declining employee effectiveness (Sullivan et al., 2026).

The reviewed studies additionally reveal that organizational factors play an important role in strengthening the relationship among workplace well-being, mental health, and employee performance (De Simone & Franco, 2023). Supportive leadership, positive organizational culture, effective communication, and managerial support consistently influence employee psychological conditions and organizational outcomes. Employees working in supportive environments generally experience stronger emotional stability, higher engagement, and greater organizational commitment. This finding aligns with the framework proposed by Zacher and Lehmann-Willenbrock (2022), which integrates work stress, well-being, motivation, and performance management. Likewise, the resource-based approach highlights how job characteristics influence employee health and performance through psychological mechanisms and work engagement (Żońnierczyk-Zreda, 2020). Employee-centered interventions have also been shown to improve workplace well-being and organizational effectiveness (Mohamad & Abiddin, 2024).

Although the reviewed studies consistently demonstrate positive relationships among workplace well-being, mental health, and employee performance, variations in findings were observed across different organizational settings (Mazzetti et al., 2023). Such differences may be influenced by industry characteristics, employee demographics, organizational contexts, and research methodologies (Haehner et al., 2024). Highly demanding industries often report stronger relationships between mental health and performance because of greater psychological pressure and workload intensity (Oakman et al., 2022). Overall, these findings reinforce the relevance of the Job Demands–Resources Theory (Reyt et al., 2022) and highlight the importance of implementing strategies that promote employee well-being, psychological support, supportive leadership, and positive work environments (Wijngaards et al., 2022). Furthermore, organizations should reduce stigma, prioritize early intervention and prevention, improve productivity, engagement, and retention, and foster a culture of openness from the top down to establish an effective workplace mental health framework (Routledge, 2021).

6. | CONCLUSION

This study concludes that workplace well-being and mental health are critical factors influencing employee performance in modern organizations. The findings demonstrate that employees who experience positive workplace well-being tend to exhibit higher levels of work engagement, job satisfaction, productivity, and overall performance. Similarly, good mental health contributes to improved concentration, emotional stability, adaptability, and consistency in carrying out work responsibilities. These positive psychological conditions enable employees to manage work-related pressures more effectively and maintain sustainable performance over time.

The review also highlights the significant role of organizational factors in strengthening the relationship among workplace well-being, mental health, and employee performance. Supportive leadership, positive organizational culture,

effective communication, and healthy work environments were consistently identified as important elements that enhance employee motivation, resilience, and productivity. Organizations that prioritize employee well-being are more likely to achieve stronger organizational outcomes, higher levels of engagement, and greater long-term sustainability. The findings further suggest that investments in employee mental health and well-being should be viewed not only as ethical responsibilities but also as strategic initiatives that contribute to organizational effectiveness and competitiveness.

From a theoretical perspective, the study supports the view that organizational resources, including managerial support, job autonomy, and positive workplace conditions, play an essential role in promoting employee well-being and work effectiveness. These resources help employees cope with job demands while maintaining psychological health and performance.

Despite these contributions, the study has several limitations. The review was based on a limited number of articles published within a specific time period, and the selected studies varied in terms of methodology, industry context, and organizational characteristics. Consequently, the findings may not fully represent all organizational settings. Future research is encouraged to include a broader range of studies, extend the publication period, and examine additional variables such as organizational commitment, work-life balance, employee resilience, and leadership style. Longitudinal and mixed-method approaches may also provide deeper insights into the long-term dynamics among workplace well-being, mental health, and employee performance.

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Declaration of Conflicting Interests

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request

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