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MENS SANA IN OPERE SANO

- A Healthy Mind in a Healthy Work Environment -

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ABSTRACT

This work investigates the relationship between mental health and organisational practices, focussing on the crucial role that Human Resource Management (HRM) plays in promoting well-being in professional settings. Based on a comprehensive literature review guided by the PRISMA and SPIDER frameworks, twenty-nine papers were reviewed. Results highlight significant workplace stressors - such as burnout, toxic workplaces, and insufficient leadership support - that impede employee productivity and mental health. By evaluating these constructs, this dissertation demonstrates the transformative power of leadership styles, organisational culture, and strategic HR interventions in addressing workplace mental health issues. The findings emphasise the need to create inclusive, psychologically safe work cultures, providing evidence-based mental health training to leaders, and establishing comprehensive policies that prioritise employee well-being as a key component of organisational success. This study adds to the expanding discourse on mental health in the workplace by providing tangible ideas for developing resilient, productive and high-performing work environments that promote both individual and business objectives.

Keywords: Mental Health, Employee Well-being, Burnout, The role of Leadership, HRM Practices.

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1. Introduction

Newly developed technologies have not only broadened access to information but also increased expectations of productivity at work, contributing to the enhancement of stress levels, unhealthy work environments and the rise of mental health problems among employees (Borle et al., 2021). Constant connectivity leads to overwork, information overload and reduced ability for individuals to focus effectively; increased monitoring creates a sense of mistrust and pressure, and automation a fear of job insecurity, all elements affecting employees' mental well-being (Borle et al., 2021). The Covid-19 pandemic also played a significant role in disrupting daily life, creating uncertainty and changing workplace dynamics, blurring boundaries between work and personal life (Fernández-Jiménez and Acquadro Maran 2024). Such phenomenon brought mental health issues to the forefront of discussions, causing a societal shift toward destigmatization of mental health, driven by people sharing their experiences on the medias, and fostering a sense of collective awareness on the matter (Nealon, 2021). Many researchers and organizations that aim at sustaining their workforce and at enhancing their competitive advantage widely discuss and examine issues related to mental health (Lehr et al. 2016). Indeed, many studies have evaluated the impact of employees' well-being on work productivity and their professional success (Martin, Woods, and Dawkins 2018), also influencing organizational performance (Hülshager and Bruch 2019). Other than physical capabilities to perform effectively in their job, a person's well-being also refers to stable psychological conditions that enable personal happiness and motivation in the workplace, without impacting rational thinking and the ability to cope with challenging experiences (Pressman, Kraft, and Bowlin 2020).

There are several factors which can affect mental health and employee well-being including the overall work environment (Majumdar 2022), personal work satisfaction, and relationships with managers and colleagues (Wu et al. 2021). On average, people spend most of their time

at work, where unfavourable working conditions can have substantial weight on employees' health and contentment (Blustein 2008). Suffering from mental health issues and lack of well-being usually renders people dissatisfied, sick and underperforming; it enhances risks of burnouts, increases vulnerability, and fatigue (Cleary et al. 2020), which can often escalate in absenteeism and presenteeism (Kelloway, Dimoff, and Gilbert 2022). Positive relationships between employees and managers, the supportive role of leadership, inclusiveness or destigmatization about mental health, the promotion of a safe work environment, related trainings and raised awareness can all positively influence a person's well-being in the workplace. Regardless of the cause, it is important to recognize the employee's affliction and to instate best practises to support work-life balance and mental well-being in the workforce and ensure appropriate training for those offering support (Martin et al. 2018).

Organizations are responsible for creating the necessary conditions for employees to successfully operate into the company, be productive and healthy in their roles while reaching for organizational goals (Cleary et al. 2020). However, defining responsibilities and creating a powerful organizational culture able to sustain their employees can be rather challenging, due to organizational complexities such as hierarchical structures, rapid organizational growth or diverse workforce dynamics, or due to the severity of eventual mental conditions afflicting employees. It is also imperative for the company to understand what the key challenges to address are: opportunism or conflict of interest might surge, people might not be willing to support others, affected colleagues can be hard to identify or not willing to get support, and there might be clashes between best-practice implementation and other organizational processes (Daniels et al. 2021). Best practices should consider all parties involved (managers, leaders and colleagues), they should promote safe work environments and provide necessary resources and guidance to ensure an effective support system, backed by evidence-based best practices, is established (Martin et al. 2018).

The purpose of this systematic literature review is to highlight trends and challenges in Human Resource Management when addressing mental health in the workplace and to map existing best practices in this context. It will also examine the impact of said practices, as well as the importance of management and leadership in supporting colleagues in need.

This dissertation will start with a general overview of the key concepts, their definitions, and how they are used in this paper. By examining theoretical frameworks such as Well-being Theories and Burnout Theories, the importance of well-being practices and mental health will be discussed, to appreciate what impacts these have on workforce, performance, and the organization overall. The existing mental health initiatives in the workplace, and the underlying factors causing mental health conditions at work, will then be reviewed, and work-life balance policies and best practices enhancing psychosocial well-being will be explored and compared. While presenting results, the role of managers and leadership in promoting employee well-being and preventing burnouts and related repercussions, will also be examined. Lastly, after having presented the findings from the literature review, this paper will conclude with a call for actions and eventual future directions and research gaps to be further explored.

2. Literature Review

Considering the depth of the research and different existing definitions of mental health and well-being, it is important to have a general overview on how these concepts are perceived in today's literature. This section will enclose some general terms and clarifications of the main notions discussed.

2.1. Mental health definition

Defining mental health can be quite challenging as its meaning can vary depending on the context it is referred to (Galderisi et al. 2017). Mental health is usually associated with a state of well-being enabling people to explore emotional, psychological, and social dimensions: feeling positive emotions, maintaining a constructive attitude toward personal responsibilities and others, and functioning well in life (Galderisi et al. 2017). Despite this revealing definition, individuals in their lifetime might also experience negative emotions and difficulty in coping with situations, likely evoking negative feelings such as discomfort, anger or sadness. However, having feelings disrupting a peaceful and positive mental status should not be necessarily associated with being mentally unstable or unhealthy. Therefore, Galderisi et al. (2017) propose a more appropriate definition of the concept: mental health as a fluid state of inner balance that allows individuals to utilize their strengths in alignment with the shared values of society. The World Health Organization (2022) in its guidelines on mental health at work aligns to this notion, and further describes the concept as a state of mental well-being that allows people to cope with stressful situations, acknowledge their abilities and learn how to better take advantage of life opportunities to simultaneously help themselves and support the community they live in.

2.1.1. Difference between mental health problems and mental illness

Kelloway, Dimoff, and Gilbert (2022) see mental health as an illness-healthiness continuum. The difference between mental healthiness and mental illness lies in the overall state of a person's emotional and psychological well-being. What the authors defines as mental healthiness refers to a positive condition where individuals experience positive emotions and balanced social and psychological functioning, are aware of their strengths and can handle everyday stress while working effectively. In contrast, mental illness is characterized by feelings of emptiness or lack of progress, marked by a disruption in mood, thinking, or behaviour that affects a person's ability to function normally (Kelloway, Dimoff, and Gilbert

2022). Based on these two extremes, someone's mental health can vary depending on the situation and life conditions they are experiencing. Therefore, following this reasoning and possible variations in one's mental state, when coping with mental health, especially in a work environment, it is important to differentiate between mental health problems and mental illness:

- A **mental problem** refers to a temporary disruption in mental well-being, often caused by stress or external factors, which may result in emotional, psychological, or behavioural difficulties. These issues can include anxiety, burnout, or psychological strain but generally do not meet the criteria for a diagnosable disorder (Salvagioni et al. 2017). Although mental problems affect psychological functioning, these are often manageable with coping strategies and may resolve over time (Koutsimani, Montgomery, and Georganta 2019).
- A **mental illness**, on the other hand, is a diagnosable condition that impacts a person's thinking, emotions, or behaviour, negatively influencing daily functioning (Zhu, Yang, Xie, and Zhou 2023). Depression, anxiety disorders, or schizophrenia, often require professional intervention and can range from mild to severe, potentially impairing an individual's ability to function in daily life (Koutsimani, Montgomery, and Georganta 2019).

In this dissertation, only mental problems will be considered when discussing about Human Resource Management and Best Practices to address mental health in the Workplace.

2.1.2. Mental health theories and frameworks

To delve deeper into the definition of mental health problems, it is also interesting to understand how these emerge and affect people. For example, the biopsychosocial model first introduced by Engel (1977) explains how there are three different factors potentially influencing our mental state: 1) the biological factor referring to our genetics, physical aspects or neurochemistry; 2) the psychological factor which entails our emotion, thoughts and behaviours; and 3) the social factor which encompass our socioeconomic status, cultural

backgrounds and personal relationships. This approach differs from the biomedical model, that considers the biological factor as a main influence on a person's mental state. According to Wade and Halligan (2017), illness may emerge or affect individuals under different aspects of their lives, damaging not only the physical ability and brain but also their psychological and social spheres. Therefore, all related factors are to be taken into consideration when making a diagnosis or when supporting people suffering from mental problems (Wade and Halligan 2017). Further analysing the concept, Lehman, David, and Gruber (2017) highlighted how all the separate constructs mentioned by Engel (1977), are indeed strictly related, as mutually influencing each other. For example, being mentally unstable can hamper relationships, leading people to distance themselves from their surroundings, which can further worsen their mental instability (Lehman, David, and Gruber 2017). Therefore, the authors provide a newer version of the biopsychosocial model, by suggesting that health should be perceived as a dynamic system constantly evolving due to complex interactions.

Other relevant theories on the factors that might affect people's mental state are humanistic (Angyal, Maslow, Murray, et al. 1981) and existentialistic (Frankl 1967) theories. The humanistic theory explains how people are precluded from developing and experiencing their true self due to the external environment they live in. Individuals should live in a context providing appropriate resources to experience regard, empathy and authenticity allowing personal growth and self-satisfaction (Joseph 2021). Indeed, similarly to what previously stated for the biopsychosocial model, environmental, social and relational aspects have a direct impact on people's ability to thrive, grow and achieve intended goals in their lives. In this case, Joseph (2021) compares humanistic theory with positive psychology theory, which suggests that to be in a state of health and well-being, people can rely on those psychological traits allowing them to positively perceive situations and feelings. According to the theory, despite the social context individuals live in, optimism should be sufficient for them to achieve a stable

mental status to live through negative experiences and occurrences (Joseph 2021). After considering these theories and with critical opinion about the matter, Joseph (2021) concludes that both aspects, personal traits and external environment, are important for well-being.

Linked to the positive psychology theory, the existentialistic theory (Frankl 1967) reveals that problems can arise when individuals face existential crises. When confronted with questions about purpose, freedom, isolation, and mortality, individuals may experience a sense of alienation or oppression, which negatively affects their mental status, leading to distress not usually addressed by mental health treatments (Cueto de Souza and Scott 2022). Therefore, personal motivation is essential to pass through negative mindsets and detrimental thinking (Joseph 2021).

In summary, based on the literature and findings, it is evident that mental health problems can emerge due to genetics, external environments and social interactions. Viewing and experiencing life with a positive outlook can positively affect the mental status. To achieve well-being, people need to have both intrinsic motivation, resources, and support to deal with existential crisis and mental problems (Westerhof and Keyes 2010).

2.1.3. Well-being definition

Well-being is a complex term, which can be interpreted in many ways. However, for the scope of this literature review, only psychological occupational well-being will be considered. As presented by Huppert (2009), psychological well-being is the perk of feeling good, having life going well. The author's perspective aligns with the previously explained definition of mental health by Galderisi et al. (2017): being in a state of well-being does not necessarily mean feeling positive and energetic all the time, but it also involves individuals' ability to get past stressful and challenging experiences that might evoke negative feelings and painful emotions. Feeling good entails experiencing positive emotions such as confidence, engagement, affection

and interest in personal growth, providing a sense of control, purpose and accomplishment over one's life. When such state of well-functioning is disrupted, resentment and frustration might take over people's perception of their life, creating major problems affecting individuals' mental health (Huppert 2009).

2.1.4. Occupational Mental Well-being Theories

Having a psychological balance allows people to benefit from longevity, enhanced productivity, personal satisfaction and positive outcomes in social and professional environments, at individual and communal level (Huppert 2009). Therefore, it is necessary to understand what factors influence mental well-being, and consequently how to achieve it. For example, Klainin-Yobas et al. (2021) introduce the concept of resilience as a crucial element. Similarly to the biopsychological model (Engel 1977), resilience is composed by personal, biological and environmental factors: personality traits and internal locus of control, brain structure as well as social support, are all indirectly influencing well-being (Klainin-Yobas et al. 2021). Therefore, a higher level of resilience is essential for positive psychological outcomes despite potential stressors and negative circumstances, thus enhancing individuals' ability to adapt and cope with adversity (Klainin-Yobas et al. 2021).

The role of personality in shaping occupational well-being is also a recurrent factor in today's literature. Mäkikangas et al. (2013) examine traits such as neuroticism, extraversion, conscientiousness, agreeableness, and openness to experience, affirming that each trait has a unique association with occupational wellbeing, and describing how these interact with job resources and job demand. Based on personality traits, individuals have different ways of coping with job related tasks, stress and pressure, which can have differing outcomes on psychological well-being. For instance, burnout is an outcome of poor occupational well-being deriving from low conscientiousness and neuroticism: individuals with high work motivational

instinct and resilience, experiencing enhanced work pressure, are often overwhelmed and need to consistently and successfully perform (Mäkikangas et al. 2013).

2.1.5. Burnout and related Frameworks

Burnout is considered a major problem when discussing occupational mental health (Mäkikangas et al. 2013). It is a state of emotional, mental, and sometimes physical exhaustion due to prolonged stress, causing detachment and low productivity (Kelloway, Dimoff, and Gilbert 2022).

Burnout theories such as the job demands-resources (Lesener et al. 2020) sustains that work factors, resources and demands, can cause or prevent burnouts. Depending on the level of pressure and workload that people experience in their work environment, as well as the resources available, job control and social support they dispose of to fulfil their responsibilities, employees might feel more or less stressed and overwhelmed. The higher the level of demand, the higher is the need for resources: enhanced workload but limited support is likely to trigger stressors and cause mental instability or burnout (Tummers and Bakker 2021).

Similarly, the demand and control model (Lesener et al. 2020), compares the level of high demand with the level of job control. The more employees feel empowered, engaged and in control, the more they will be satisfied by their job despite the negative effect of high job demand, thus potentially buffering the onset of burnouts (Kain and Jex 2010).

Engagement, social support and environmental factors are indeed very important variables affecting employees' psychological well-being (Schaufeli 2006). According to the social exchange theory, relationships with colleagues, feeling adequate in the work environment and receiving necessary support by supervisors and leaders can be revolutionary when it comes to maintaining a healthy mental state. Positive exchanges increase job satisfaction, while negative interactions are likely to cause disagreement, turnover and burnout (Schaufeli 2006).

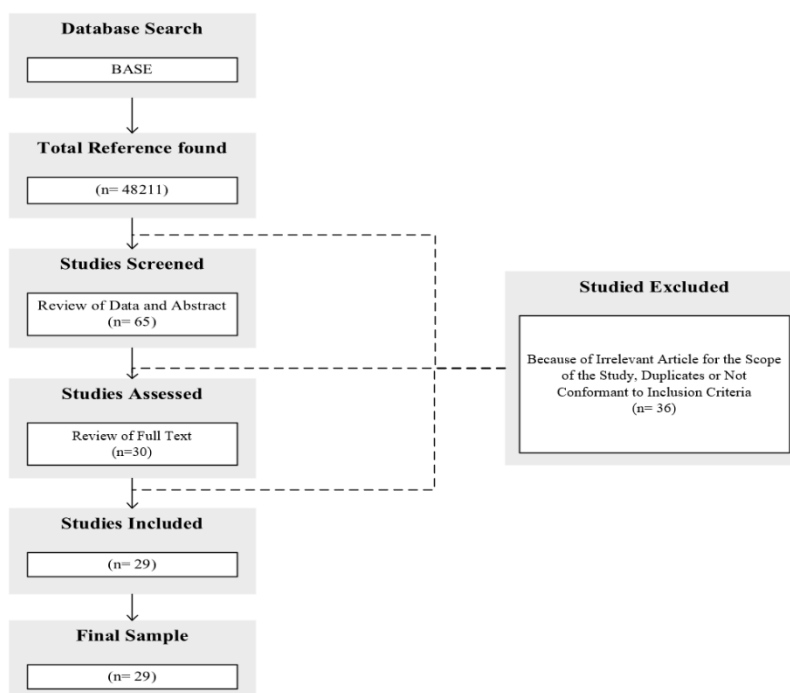
3. Methodology

This systematic review aims to emphasize the critical role of leadership, HRM and best practices promoting well-being in professional settings. To ensure comprehensive coverage and avoid bias, the research was conducted following both the PRISMA guidelines and the SPIDER framework.

3.1. Frameworks used for the Literature Review

The PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) statement (Page et al. 2021) provides a checklist of information and key points to consider when selecting sources for the purpose of the research. Such statement guides the reporting process and helps accurately selecting papers, making trustworthy assumptions and considerations when drawing conclusions. Other than including critical components that should be reported in a systematic review, the PRISMA statement also requires the creation of a flow diagram (Figure 1) to illustrate the review process, the screenings made, and the assessment used to check the eligibility of sources (Page et al. 2021).

Figure 1: Flow Diagram of the Literature Review



Similarly, the SPIDER (Sample, Phenomenon of Interest, Design, Evaluation, Research Type) framework also provides relevant guidelines to successfully conclude a systematic literature review (Methley et al. 2014). This framework is useful to identify qualitative studies and outcomes beyond the specificity of quantitative results, but which are still considered important for evaluating phenomena of interest, perceptions and experiences (Methley et al. 2014). The SPIDER framework is appropriate to determine what well-being practices are used in the workplace to enhance workforce mental health, and whether they are effective, based on employees' perspectives. These methods improve transparency of the research, mitigate biases, enhance reproducibility, and increase credibility of the results.

3.2. Selection Process

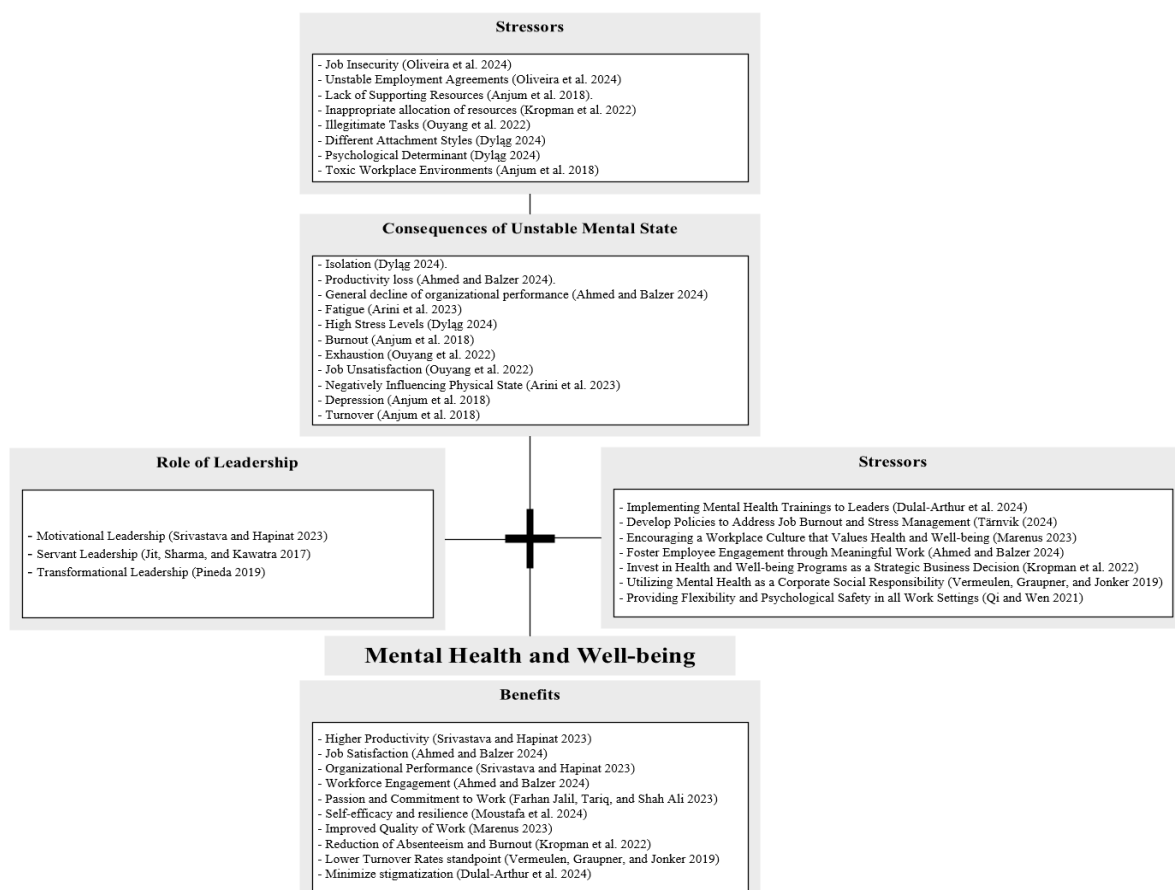
The research was conducted by accessing sources through the BASE (Bielefeld Academic Search Engine) **multidisciplinary database**. **Keywords** used in the search included: "Workforce mental health well-being", "Mental well-being in the workplace", "Occupational Burnout", and "Mental health in the workplace". Following the Boolean equation (appendix 2), the search combined these terms to capture variations in terminology across studies and retrieve a wider array of sources to analyse. To collect recent and reliable sources, the search was restricted to studies published in **English** between **2014 and 2024**. Given the global relevance of workplace well-being, **studies from any country and across diverse organizational** settings were included. Similarly, to retrieve as much information as possible, the **publication type** used for the research included Articles, Books, Chapters, Reports, Literature Reviews, Conferences, Theses and Dissertations. In terms of **study design**, qualitative, quantitative and mixed-methods studies were considered, including randomized controlled trials (RCTs), cohort studies, case studies, and cross-sectional studies to provide a comprehensive analysis of the available evidence. The target **population** considered adult employees in any organizational setting (corporate, healthcare, educational), whilst

interventions included focused on examining well-being practices and initiatives implemented in the workplace, as well as the role of the leadership engagement, **compared** to no intervention nor organizational support. Studies were considered if the **outcomes** reported on workforce mental health status, including burnout, and overall psychological well-being. In addition, to discarding the possibility of confounding variables, all studies referring to the influence of Covid-19 on mental well-being were not considered in this literature review. An Inclusion and Exclusion Table can be found in Appendix 3.

4. Findings

Results presented in Figure 2 highlight the state of the literature on the matter discussed in this dissertation.

Figure 2: Illustration of the Literature Review Results



4.1. Burnout Stressors and Impact on Mental Health

With increased awareness and relevance of people's emotional and psychological state, it has become more and more important in one's personal and professional life to understand and achieve overall well-being and mental health. Current literature highlights common mental health concerns in the workplace including stress, anxiety and burnout (Oliveira et al. 2024). For example, Oliveira et al. (2024) study how job insecurity and precarious contracts are associated and sometimes reasons for mental health challenges. Workers experiencing such situations tend to suffer from higher levels of stress, isolation and fatigue due to lack of supporting interactions or resources and limited benefits due to the unstable employment arrangements (Oliveira et al. 2024). In addition, Ouyang et al. (2022) further discuss that when employees are given tasks that they consider as excessive or not aligned with their profiles, they perceive their work as unfair and misleading, causing high levels of exhaustion, dissatisfaction and burnout. It is imperative to understand that exposure to stressful conditions can alter people's physical health (e.g., through raised blood pressure) as well as psychological state and behaviours (Arini et al. 2023). Employees suffering from increased stress and burnouts often experience negative effects on multiple levels, such as reduced work productivity, fatigue and distress, adoption of unhealthy diets and poor lifestyles choices (Arini et al. 2023). Feeling stressed and overwhelmed in the workplace, may also be influenced by individuals' psychological determinants, which can be reflected in different attachment styles (Dylağ 2024). Dylağ specifies how individuals characterized by avoidant attachment styles, compared to secure attachment styles, are more likely to suffer from unstable mental health. The former category of individuals do not to seek for support when needed, disengage from workplace relationships, and struggle with emotional expression: these are all important factors to consider when providing workforce mental support and trying to achieve organizational success and well-being (Dylağ 2024).

Studies conducted in different industries and different countries around the world show clearly that what mostly affects employees' productivity and mental health is toxic workplace environments (Anjum et al. 2018). Toxicity at work is defined as a harmful and unsupportive atmosphere, characterized by negative interpersonal relationships, hostile behaviours and lack of supportive resources. These work dynamics make employees less engaged or satisfied by their work, resulting in increased levels of distress and depression, burnout and higher turnover rates. Therefore Anjum et al. (2018) discuss the importance of psychological safety in buffering the effects of workplace toxicity. Qi and Wen (2021) as well examine the negative relationship between what represents a safe environment and burnout. The authors confirm how working spaces where employees feel secure in taking risks, admit mistakes, and are able to speak their minds can effectively reduce burnout rates (Qi and Wen 2021). Usually, in such dynamics, employees are more likely to ask for help and report issues, thus contributing positively to overall working conditions (Anjum et al. 2018).

Especially in the organizational context, being self-aware, able to deal with emotions and effectively manage mental state, is extremely important to enhance both productivity and psychological safety, and to also ultimately contribute to organizational success in the long-term (Kropman et al. 2022). Considering the positive effects that a healthy work environment can bring to workforce well-being and the functioning of businesses, it is also important to understand what characteristics foster such conditions. For example, Ahmed and Balzer (2024) highlight how employees devoted and passionate to their work are less likely to suffer from burnout or anxiety and are more prone to experience job satisfaction and fulfilment. Research also shows the importance of an increased engagement at the workplace, as it can further stimulate employees in accomplishing their work. On the other hand, disengagement entails productivity loss and general decline of organizational performance (Ahmed and Balzer 2024). Rigel (2023) discusses the relevance of self-efficacy, whereby the belief in one's own abilities

and contribution at work is a relevant factor buffering mental issues in work settings. People who become motivated and engaged in their job can consequently better cope with stressful working conditions (Rigel 2023).

4.2.Foster Employees' Mental Well-being through Healthy Work Environments

All companies and organisations should invest in their employees' mental well-being, not only from an empathetic viewpoint, but also because it increases overall productivity and quality of work, enhancing organizational success (Srivastava and Hapinat 2023). To achieve such positive impact, firms should invest in the creation of healthy and safe work environments improving personnel experience and fostering professional opportunities within the company (Kropman et al. 2022). Kropman et al. (2022) explain that inappropriate allocation of resources might lead employees to work while unwell, or take sick days due to stress or burnout, thus negatively affecting productivity and morale of the company. Therefore, the authors argue that investment in healthier workplaces leads to significant return in productivity, while reducing absenteeism and mental health challenges.

Moustafa et al. (2024) also view the enhancement of psychological capital as a beneficial factor promoting organizational success. Sustainable organizational support includes the implementation of practices and policies to enhance employee's well-being. Examples of such interventions could be to ensure fair treatment for all, resource availability and providing opportunity for professional and personal growth, which all contribute to building psychological safety and mental stability among employees, as well as efficacy, optimism and resilience. Engaging and empowering employees can help them better cope with work-related stressors, increasing their job satisfaction, improving organizational performance, and overall welfare (Moustafa et al. 2024). Marenus (2023) suggests fostering an organizational culture on well-being to reduce barriers against the quality of life at work, allowing employees to thrive.

Vermeulen, Graupner, and Jonker (2019) discuss the link between supportive organizational frameworks and improved employees' well-being by demonstrating how Corporate Social Responsibilities (CSR) play a crucial role in reducing stigmas and promoting wellness programs. Organizations disposing of strong CSR usually align their policies with mental health initiatives, thus fostering the necessary environment where mental health resources are accessible. CSR initiatives can indeed improve productivity, reduce turnover and enhance corporate reputation from a financial and social standpoint (Vermeulen, Graupner, and Jonker 2019). In a toxic work setting, people are afraid to speak their mind due to the perceived risk of exposure, misjudgement or negative impact on their career advancement. Therefore, promoting a supportive and inclusive work environment, can enhance well-being (Arias 2022) and minimize the stigmatization related to mental health problems (Dulal-Arthur et al. 2024).

4.3. The Role of Leadership

Looking at the results of the research, it is evident that leadership plays an important role in ensuring employees receive appropriate psychological support. As posited by Rigel (2023) through the PERMA Lead Framework, well-being is composed of several constructs: Positive emotions, Engagement, Relationship, Meaning and Achievement. This well-being model highlights the important role leaders play in the context of mental health at work, whereby leadership quality, characterised by positive PERMA-Lead traits, is likely to reduce stressors that negatively influence well-being. Other than providing work related guidance, managers are also responsible for interpersonal relations within their team, and for the creation of safe and healthy work environments that can foster employee's mental well-being and overall productivity (Srivastava and Hapinat 2023). Through a motivational approach, leaders can foster collaboration among teams and commitment to common goals, enhance employees' morale by being present and supportive, provide adequate guidance, recognize accomplishments, strengthen open communication and group cohesion. These motivational

tools can increase employees' sense of value, security and belonging within the organization, which consequently contribute to the company's success (Srivastava and Hapinat 2023).

Servant leadership style is also considered as beneficial to workforce psychological well-being (Jit, Sharma, and Kawatra 2017), as it empowers employees by focusing on their needs, personal and professional growth. In such approach, leaders are meant to *serve* their subordinates, to offer empathy and the necessary resources promoting well-being. By listening to individuals, through stress mitigation strategies, ethical behaviour and by fostering a culture of trust, employees feel safe expressing concerns and seeking for help, which can overcome feelings of isolation, burnout and turnover. With this strategy leaders have the potential to enhance individuals' self-worth and feeling of accomplishment, thus contributing to their welfare and preventing the onset of mental health issues (Jit, Sharma, and Kawatra 2017).

Transformational leadership is another leadership style, characterized by a strong vision, inspiration and support. By focusing on motivation and emotional intelligence, this approach can engage and encourage individuals, increasing organizational commitment, influencing workers spirit and positively contributing to a communal welfare (Pineda 2019). Tefilovikj (2022) further confirms the connection between empathy and mental health, discussing benefits of empathic leadership for improving long-term organizational performance and workforce satisfaction.

Based on these results, it is important to empower managers in their mission of supporting their colleagues through mediation of meaningful work, as well as fostering an environment where employees find significance in their job, and are confident to effectively perform (Farhan Jalil, Tariq, and Shah Ali 2023).

4.4. HR Recommendations

This section examines various human resource management (HRM) practices across different geographic locations, methodologies, and organizational settings, which impact employee mental health, well-being, and productivity.

4.4.1. Implementing Mental Health Trainings for Managers and Leaders

Training managers to recognize and support mental health needs is a recurrent theme (Spiteri 2023) that highlights the gap between theoretical policies and practical implementation of supporting tools: a lack of training and structural limitation of companies impede leaders to fully acquire the necessary knowledge to help employees. Trainings equip individuals with tools to identify mental health issues early on and guide workforce towards resources (Spiteri 2023). Dulal-Arthur et al. (2024), demonstrated that line managers trained in mental health support were better at reducing presenteeism and promoting a healthier workplace. Organizations should incorporate mental health training into managerial development programs to improve mental health awareness and support systems within teams (Dulal-Arthur et al. 2024).

4.4.2. Encouraging a Workplace Culture that Values Health and Well-being

Marens (2023) finds that a culture of health and well-being has a positive impact in corporate settings: workers are less likely to experience burnout when workplace culture is supportive. Employees in a dynamic and ever-changing industry, characterized by multiculturalism and different ways of working, might feel overwhelmed and struggle to find their balance. Houde (2014) suggests that cultivating mindfulness within the workforce can enhance intercultural competence by improving awareness, empathy, and open-mindedness in cross-cultural interactions, helping individuals to better balance their emotions and deal with their mental health concerns (Houde 2014). Additionally, Janssens et al. (2021) note that stigmas around

mental health can affect hiring intentions, implying that a culture inclusive of mental health support can also aid recruitment efforts and effective management of difficult situations. HRM should advocate for a culture that emphasizes employee health, destigmatizes mental health issues, and normalizes well-being initiatives (Janssens et al. 2021).

4.4.3. Developing Policies to Address Job Burnout and Stress Management

Addressing burnout is critical, especially in stressful or physically demanding roles. The study by Ouyang et al. (2022) on the Chinese workforce suggests that illegitimate tasks significantly contribute to burnout, implying that job design should be optimized to align tasks with employee roles. Burnout rates could decrease through ensuring job fairness, task clarity, diversity and rotation: allowing people to understand what their role, expectations and responsibilities are, can help them feel at ease and able to adapt to different circumstances, learning how to better manage stress levels (Ouyang et al. 2022). Similarly, Tärnvik (2024) discusses the need for recovery-oriented work management practices to prevent burnout. Such practices allow employees to maintain a healthy work-life balance, take necessary time to recover from burnout, and make appropriate work arrangements depending on different life situations. HRM should therefore promote clear job roles, fair contracting models, and recovery practices, particularly in high-stress environments, streamlining tasks to eliminate unnecessary work and eventually prevent burnout (Ouyang et al. 2022) (Oliveira et al. 2024).

4.4.4. Foster Employee Engagement through Meaningful Work

Results show that engagement and meaningful work are tied to mental health and productivity. Farhan Jalil, Tariq, and Shah Ali (2023) demonstrate that empowering leadership helps employees find meaning in their work, which can mediate mental health benefits. Additionally, Ahmed and Balzer (2024) argue that the passion for one's job can strengthen the link between work engagement and well-being, particularly among young professionals. Setting up

recognition systems celebrating workforce accomplishments can further motivate and solicit a sense of personal and professional fulfilment. HRM should develop strategies to enhance job engagement by encouraging autonomy, empowerment, and alignment with personal values.

4.4.5. Invest in Health and Well-being Programs as a Strategic Business Decision

Arias (2022) finds that companies investing in employee well-being, see returns in goal accomplishment, productivity and proficiency. Therefore, mental health initiatives should be viewed as strategic investments (Kropman et al. 2022). HRM can advocate for policies that support comprehensive health programs and workplace resources, enhancing both financial and productivity gains (Arias 2022). For example, as both Qi and Wen (2021) and Moustafa et al. (2024) demonstrate, assessment of employees' mental health could be beneficial in understanding dynamics and experiences at work, and identify eventual risk of burnouts from an early stage. Similarly, enhancement of peer support mechanisms, fostering mutual exchange of knowledge and resources, can also be considered as a strategic program enhancing resilience, feeling of belonging within the team, and return in productivity (Marenius 2023). It is important that when implementing well-being programs, organizations measure their usefulness and efficacy, preventing additional damage to the workforce (Marenius 2023)

4.4.6. Utilizing Mental Health as a Component of Corporate Social Responsibility

Vermeulen, Graupner, and Jonker (2019) suggest that CSR programs focusing on employee well-being improve both organizational reputation and employee satisfaction. This aligns with the findings from studies that link supportive leadership with mental health, suggesting CSR can serve as an extended support mechanism. Integrating mental health and well-being into CSR programs can strengthen organizational reputation and enhance employee morale. This approach is particularly valuable in industries where CSR has significant public visibility (Vermeulen, Graupner, and Jonker 2019).

4.4.7. Providing Flexibility and Psychological Safety in all Work Settings

Sironić (2024) examines how managerial practices affect psychological health in remote working, highlighting the need for flexibility and psychological safety as crucial for reducing stress burnout. To integrate flexibility into HRM practices for remote or hybrid work settings, Saiful Hakiki et al. (2023) suggest the implementation of article writing as an interesting tool to involve employees into sharing their feelings, and help managers understand the context and personal circumstances allowing for accurate individual support. As previously explained, policies that encourage open communication and trust can improve mental health outcomes and psychological well-being at work (Qi and Wen 2021).

5. Limitations and Future Research

Despite providing an overview of HRM current practices aimed at enhancing mental health, the present work is subject to limitations. Only one engine search database was used (BASE) for the scope of this literature review. Additionally, when synthesising results from many studies, subjective judgement may create biases or variability in the interpretation of findings. Future research could analyse a bigger sample of articles replicating the same methodology using diverse multidisciplinary search engines as such as ScienceOpen or Pub Med introducing a medical or psychological perspective to complementing this literature review. Peer review, experts' opinion or multiple assessors could improve judgment reliability.

In this work it became clear that despite the use of similar samples, the metrics used to assess mental health vary across studies. These range from subjective surveys (Srivastava and Hapinat 2023) that analyse workforce perception and experience with mental health, to standardized clinical assessment such as the World Health Organization Well-Being Index (Ahmed and Balzer 2024) or the Maslach Burnout Inventory (Arini et al. 2023). This lack in consistency

complicates the comparison and the synthesis of results, as different metrics may capture different facets of mental health. Developing standardized mental health metrics would facilitate further the analysis and should be considered in future research endeavours.

Future studies could explore if individuals in multicultural settings suffer more from mental health instability compared to culturally homogeneous companies and determine whether HRM should implement culturally tailored programs enhancing well-being for international workforce. Similarly, it could be interesting to study whether certain disadvantaged groups, such as ethnic minorities, LGBTQ+ community, or those with low socioeconomic status, are more affected by mental health problems, compared to the general population, and whether specific well-being programs can ease engagement of these groups enhancing overall welfare within companies.

Given the increasing digitalization and hybrid work setting, it would also be relevant to study how HRM practices supporting well-being could be digitalized and integrated online. Lastly, to complement the studies suggesting practices for employees' well-being, future research should focus on the development of training programs for leaders to address mental health challenges at work.

6. Conclusion

Throughout this literature review, it is possible to gain an overview of the main concepts concerning mental health and well-being in the workplace, as well as HRM practices to enhance workforce mental well-being. Results show the importance of social and environmental contexts in creating an adequate atmosphere promoting positive attitudes and mental health for employees. Toxic workplace environments characterized by lack of supportive resources, job instability, and negative relationships with colleagues are considered

detrimental to collective welfare at work. Isolation, fatigue and high stress levels are all factors promoting burnout and exhaustion within the workforce and increasing turnover. Therefore, the role of leadership in creating productive and effective working environments should be considered when aiming at leveraging occupational well-being. Organizational culture should involve employees in meaningful projects aligned with job expectations and workforce skills, foster supportive relationships with colleagues, and lastly set achievable goals and celebrating employee achievements. All these contribute to creating individuals' sense of purpose and belonging to the company, building self-efficacy and job satisfaction. Overall, companies could focus on both preventive and reactive approaches: promoting work-life balance initiatives to sustain employees' state of mental well-being, satisfaction and motivation at work, and implementing assistance programs and counselling to allow employees to resolve mental challenges.

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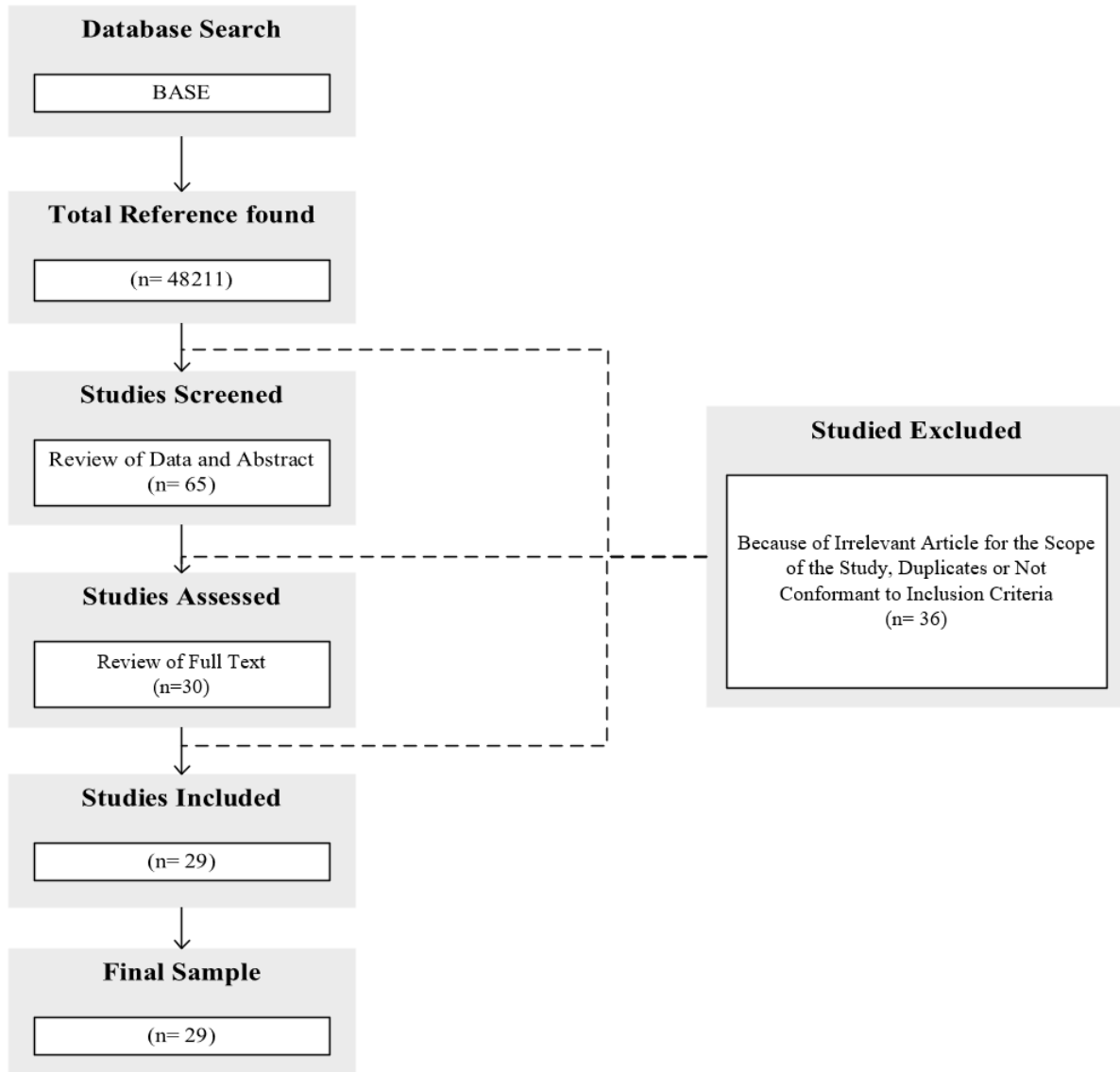
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APPENDIXES

1. PRISMA Flow Diagram



2. Keywords Boolean Logic

Justify Keyword Choice	Describe Boolean Logic	Report Search Outcomes
<p>The search combined 'workforce mental health well-being' with 'mental health well-being in the workplace', 'occupational burnout' and 'mental health in the workplace' to capture variations in terminology across studies, focus on organizational settings and collect a wider array of studies to review.</p>	<p>The AND operator ensured the retrieved studies addressed both mental health and organizational practices, while OR broadened the scope to include synonymous terms or related constructs.</p>	<p>Using NOT excluded articles focusing on not related samples (childhood mental health or population outside the workforce), or those focusing on the impact of Covid-19 on mental health, which were not relevant to this study's focus.</p>

3. Inclusion / Exclusion Criteria Table

	Inclusion Criteria	Exclusion Criteria
Publication Type	Articles, Books, Chapters, Reports, Literature Reviews, These and Dissertations, Conferences.	Interviews, Podcasts, Videos
Study Design	Qualitative and Quantitative studies, Mixed-method studies, Randomized Controlled Trials (RCTs), Cohort studies, Cross-sectional studies)	Studies with poor methodological quality (insufficient data reporting or unclear, non-reproducible methodology)
Population	Adult Employees ranging from 25-65, in any organizational setting	Focusing on population outside the workforce (students, trainees, retirees, unemployed individuals and subgroups such as military personnel or health care studies and crisis environments, unless directly related to workplace practices
Intervention /Exposure	Examining well-being practices implemented in the workplace	Examining well-being practices outside of the workplace setting (public health initiatives not specific to the workforce)
Outcome	Reporting on Mental Health State in the workplace after intervention	Studies that do not measure mental health outcomes, not mentioning psychological well-being and focusing only on health outcomes
Language	English	Other languages than English
Publication Date	2014-2024	Before 2014
Geographical Scope	Any country	-

4. Table to Replicate the Literature Review

Keywords	BASE	LANGUAGE (English)	DDC (Management and Public relations)	SUBJECT and KEYWORDS	YEA R (2014- 2024)	Papers Assessed
Workforce mental health well-being	1910	1390	21	21 (None)	21	8
Mental well- being in the workplace	5213	3576	173	7 (mental well- being)	7	6
Occupational Burnout	18276	11641	300	14 (job burnout)	14	7
Mental health in the workplace	22812	15539	416	23 (mental health)	23	9
TOTAL	48211				65	30

5. Paper Reviewed for Result Analysis

Author	Year	Title	Publication Type	Study Design	Sample	Geography	Industry	Hyperlink	Key Takeaways
Srivastava, S., & L. Hapat, H.	2023	How Motivational Leadership can Positively Affect Mental Health of Employees, Leading to Better Productivity	Academic journal article, published in the <i>Razarian Law Journal</i> (2023, Vol. 11, Issue 3)	Qualitative, phenomenological study, analyzing experiences of participants through surveys and thematic analysis to understand how motivational leadership affects mental health and productivity	30 employees	Participants from the Philippines	General corporate or office-based industry	MOTIVATIONAL LEADERSHIP POSITIVELY AFFECTS MENTAL HEALTH AND PRODUCTIVITY	When leaders actively motivate and support employees, it fosters a healthier work environment, reducing stress and increasing employees' mental engagement and resilience. Encouraging collaboration, commitment to goals, having both intrinsic and extrinsic motivation tools and supportive feedback from leaders is likely to boost employees' mental health well-being, consequently improving productivity and quality of work.
Spier, Chanelle	2023	Management practices surrounding mental health in the workplace: analysing the context of the Millies Master's dissertation in public service through the views of Executive MBA from the University of Malta	Master's dissertation in Executive MBA from the University of Malta	Qualitative study design: relies on eight semi-structured interviews with public sector managers and a document analysis of two workplace mental health guides: Managing Mental Health at Work and Employee Wellbeing: A Line Manager's Guide from Malta's Employee Support Program (ESP)	Managers within the Maltese public service responsible for overseeing groups of employees	Malta	Public sector and civil service	Management practices surrounding mental health in the workplace	Complexities in Mental Health Management: insufficient mental health trainings and limited resources which affect managers' confidence and ability to manage employees suffering and provide ongoing support. There is a gap between available policy documents and practical application: it is not clear how managers should fully implement guidance due to lack of training or structural limitations.
Egel, Madsa Leona	2023	Positive leadership: to navigate the future workforce by addressing anxiety and self-efficacy in Psychology & Psychotherapy	Conference published through the Journal of Psychology & Psychotherapy	Quantitative study using a survey questionnaire	Millennials and Generation Z employees	European context	Relevant across multiple industries	Positive leadership: to navigate the future workforce by addressing anxiety and self-efficacy in Psychology & Psychotherapy	Higher self-efficacy driven by positive leadership can buffer against workplace anxiety and lead to more sustainable productivity, supporting organizational success and employees' mental well-being. Leaders should adapt strategies that align with the values and mental health needs of its respective workforce.
Almond, Akhann & Balzar, Alexander	2024	Passion for the Job: The Meaning Link Between Work Engagement, business and sustainability topics	Dissertation at Halmstad University, focusing on business and sustainability topics	Quantitative Approach: specific research questions and hypotheses to guide data collection and analysis	Young Professionals in the Swedish Labor Market	Sweden	Knowledge Economy and Professional Service	Meaning Link Between Work Engagement, business and sustainability topics	Fostering passion at work mitigates common mental health challenges; passionate employees are more likely to experience work as fulfilling, which not only enhances engagement but also buffers against the stress and burnout that can come from demanding work. The Author suggests some actionable insights and practices for HR and organizational leaders.
Ernan Antonio Oliveira Neto, Letícia Gonçalves, Felipe Moreira, William Santana, Luiz Mauricio Martins	2024	Assessment of the Influence of Contracting Models on the Well-Being of Construction Workers in the Brazilian Amazon	Research article published in an academic or scientific journal	Quantitative research design: surveys, statistical analysis, and observational data to evaluate the impact of various contracting models on the well-being of construction workers. Also includes comparative analysis to assess differences across contracting models.	Construction workers including workers engaged in infrastructure development, and other construction activities necessary for the region's development.	Brazilian Amazon region	Construction industry	Assessment of the Influence of Contracting Models on the Well-Being of Construction Workers in the Brazilian Amazon	The authors shed light on common mental health concerns like stress, anxiety, and job insecurity, which are often exacerbated by unstable or non-traditional employment management in construction. The study's insights are valuable for HR professionals, policymakers, and project managers in construction, as they underscore the need for supportive contracting models that safeguard both the physical and mental health of workers.
Turnbull, Heidi	2024	How does work management recover from work? Case study, Company X	Case study-based research paper	Qualitative case study through interviews, surveys, or observations within a single organization	Company X	Region in Scandinavia and Europe	Corporate or knowledge-based (e.g., tech, consulting, or finance), where work recovery is increasingly essential due to demanding workloads and the prevalence of mental health concerns.	How does work management recover from work? Case study, Company X	The paper expands on mental health by exploring how work recovery practices can mitigate stress and prevent burnout among employees and managers. The study emphasizes the importance of detaching from work responsibilities after hours, which supports mental health by allowing employees to recharge both mentally and physically.
Ravinder Jit, C. S. Sharma, and Mona Kavara	2017	Healing a Broken Spirit: Role of Servant Leadership	Peer-reviewed journal article	Qualitative or theoretical framework: focuses on exploring servant leadership principles and providing real-world applications rather than empirical analysis	Employees under servant leaders	NA	Cross-industry application, particularly in environments that value human-centered leadership, such as healthcare, education, social services, and customer service sectors.	Healing a Broken Spirit: Role of Servant Leadership	The paper demonstrates that servant leadership is an effective way to support employees' mental health and foster a caring workplace culture. By implementing HR practices aligned with servant leadership principles, organizations can enhance employee satisfaction, mental health, and productivity.
Dawn Korman, R. Appel-Munkitshok, Lisa Burgess, and Rachael LeBlanc	2022	The Business Case for Investments in a Healthy Workplace	Research article	Quantitative and mixed-methods approach: analyzes empirical data on financial productivity and health-related metrics to support the business case for health-focused investments	Corporate employees and managers, focusing on financial and productivity benefits of investing in employee health	Netherlands	Industries with high productivity demands and structured work environments (e.g., corporate, technology, finance, and healthcare sectors) where employee well-being directly influences productivity	The Business Case for Investments in a Healthy Workplace	The paper makes a strong business case for investing in employee health by showing the positive impacts on mental health, engagement, and productivity, underscoring that healthy workplaces benefit both employees and organizations financially.
Shashien Houde	2014	The Application of the Mindfulness Framework to the Study of Intercultural Competence	Research article	Conceptual and theoretical framework analysis: includes qualitative or mixed methods to support theoretical arguments with case studies or examples	Individuals involved in cross-cultural or intercultural interactions, including employees, students, or expatriates navigating multicultural environments where intercultural competence is key	NA	Global business, education, and expatriate management sectors	The Application of the Mindfulness Framework to the Study of Intercultural Competence	The author explores how cultivating mindfulness can enhance intercultural competence by improving awareness, empathy, and open-mindedness in cross-cultural interactions, and how this can help individuals better balance their emotions and control their mental health status.
Mr. Nguyen	2021	Well-being at Work in Promotion	Research article	Qualitative and mixed-methods approach: surveys, interviews and case studies	Employees and organizational leaders, especially individuals who have recently experienced job promotions or aspire to advance in their careers	NA	Cross-industry, applicable in both corporate and public sectors, as the well-being impacts of promotion are relevant across various types of work environments	Well-being at Work in Promotion	The paper explores the relationship between workplace promotions and employee well-being, examining both positive and potentially negative impacts. While promotions are generally viewed as beneficial, the study addresses the mental health challenges that can arise, such as increased stress, heightened expectations, and work-life balance pressures.
Maja Wilhelms and Veli Vertanen	2023	The Multidimensionality of Work Well-Being in the Hospitality Industry: Employee and Management Perspectives	Research article	Mixed-methods approach: incorporating both qualitative and quantitative data from employee and management perspectives to assess various aspects of well-being within hospitality	Hospitality employees and managers	NA	Hospitality industry	The Multidimensionality of Work Well-Being in the Hospitality Industry: Employee and Management Perspectives	The paper focuses on multidimensional well-being and provides a comprehensive approach to promoting mental health and resilience among hospitality employees and managers. By addressing stress, work-life balance, job satisfaction, and support systems, the study suggests that well-being can be sustainably improved, leading to enhanced productivity and employee retention within the hospitality sector.

Tekasa Dedeour	Improving Wellbeing at Work: Recommending Wellbeing Initiatives to Implement at Company X 2020	Research report/ Case study	Case study approach analyzing Company X's current well-being practices, employee feedback, and benchmarking against industry best practices to propose tailored initiatives.	Employees within the chosen Company X.	NA	Corporate environments where employee well-being is increasingly recognized as crucial for productivity and engagement.	wellbeing at work: wellbeing initiatives to productivity and engagement. The affect of leadership on psychological well-being in a Russian company. Kornum, A. 2021. The Leadership and Empathy in Health care: A cross-industry emphasis on leadership within organizational settings European context	Dedeour's study underscores the critical importance of a structured approach to workplace well-being, advocating for practical and actionable strategies that HR leaders can implement to foster a healthier, more supportive work environment.
Olea Katorina	The Effect of Leadership on Psychological Well-Being in a Russian Company's Workplace 2021	Research article	Quantitative research design: surveys, statistical analysis, and observational data.	Employees within the chosen Russian company.	Russia	NA	Leadership and Empathy in Health care: A cross-industry emphasis on leadership within organizational settings European context	Katorina's study underscores the significant impact of leadership on psychological well-being and advocates for targeted HR practices that promote effective leadership, thereby enhancing the mental health and productivity of employees in the workplace.
Ramija Isabella, Tefri-bibij	Leadership and Empathy: The Path to Organizational Success 2022	Research article	Qualitative research design including literature review and case studies	NA	European context	Organizational success - Dariusz	EFFECT OF ANXIETY AND WORK-FATIGUE ON JOB BURDEN, STRESS, AND BLOOD PRESSURE AMONG OIL AND GAS EMPLOYEES: A CROSS-SECTIONAL STUDY EXAMINING THE EFFECTS OF ANXIETY AND WORK-FATIGUE ON PHYSIOLOGICAL MEASUREMENTS TO ASSESS VARIABLES	The research emphasizes that empathetic leadership not only enhances organizational success but is also crucial for promoting mental health among employees. By fostering an empathetic work environment, organizations can help mitigate stress, improve employee engagement, and create a culture that supports organizational performance and employee satisfaction.
Shinta Yunita Arini, Dominikus Radjaya, Atmaka, Irfan Nurhakim, Andian Shodiq, and Davy Swandika Rohaida	Effect of Anxiety and Work Fatigue on Job Burnout, Distress, Health Fatigue Index, and Blood Pressure Through Coping Mechanism in Oil and Gas Company 2023	Peer-reviewed journal article published in The Indonesian Journal of Public Health	Cross-sectional study examining the effects of anxiety and work fatigue on job burnout, distress, health fatigue index, and blood pressure through coping mechanisms in oil and gas employees.	Employees in the oil and gas sector	Indonesia	Oil and Gas	WORK-FATIGUE AND BLOOD PRESSURE AMONG OIL AND GAS EMPLOYEES: A CROSS-SECTIONAL STUDY EXAMINING THE EFFECTS OF ANXIETY AND WORK-FATIGUE ON PHYSIOLOGICAL MEASUREMENTS TO ASSESS VARIABLES	The study examines how anxiety and work fatigue affect job burnout, distress, health behaviour (like diet quality), and blood pressure among oil and gas employees. Findings suggest that high stress from work fatigue and anxiety directly correlates with increased burnout and distress, adversely impacting both mental and physical health. Effective coping mechanisms, such as supportive social interactions and stress management, are highlighted as a vital for mitigating these effects.
Azra D'Ag	Psychological Determinants of Efficiency Low Attachment Styles and Burnout 2024	Academic Journal Article	Quantitative research utilizing surveys to measure attachment styles and burnout levels among participants.	The study involved a diverse group of employees from various sectors.	Poland	Multiple industries, focusing on the general workforce rather than a specific sector.	Psychological determinants of efficiency low attachment styles and their impact on burnout and efficiency in the workplace. By addressing these factors through targeted HR practices, organizations can enhance employee well-being, reduce burnout rates, and improve overall productivity.	D'Ag's research highlights the crucial connection between psychological determinants, specifically attachment styles, and their impact on burnout and efficiency in the workplace. By addressing these factors through targeted HR practices, organizations can enhance employee well-being, reduce burnout rates, and improve overall productivity.
Cheshui Ouyang, Yuesha Zhu, Zhiqiang M, Xueyi Qian	Why Employees Experience Burnout: An Explanation of Legitimate Tasks 2023	Academic Journal Article	Quantitative research design using surveys to assess employee perceptions and experiences related to legitimate tasks and burnout.	Diverse sample of employees across various sectors	China	Multiple industries, focusing on the broader workforce rather than a single sector.	Employees Experience Burnout: An Explanation of Legitimate Tasks	Ouyang and colleagues' research sheds light on the critical issue of legitimate tasks as a contributor to employee burnout. By addressing these tasks through strategic HR practices, organizations can enhance employee mental health, reduce burnout rates, and improve overall productivity. The findings emphasize the importance of defining job responsibilities with employee capabilities and perceptions to foster a healthier workplace environment.
Xuewant Qi, Yu Wen	Research on the Relationship between Psychological Safety and Job Burnout 2021	Academic Journal Article	Quantitative research utilizing surveys to assess psychological safety levels and job burnout among participants.	Diverse sample of employees across various sectors	China	Multiple industries, focusing on the broader workforce rather than a single sector.	Research on the Relationship between Psychological Safety and Job Burnout	The research by Qi and Wen underscores the critical link between psychological safety and job burnout, highlighting the need for organizations to promote a supportive work environment. By addressing psychological safety through strategic HR practices, organizations can significantly improve employee mental health, reduce burnout rates, and enhance overall productivity. The study advocates for a cultural shift towards openness and support in the workplace, which is essential for fostering a healthier, more engaged workforce.
Mohammed A. Mowafiq, Masadad Elayeh, Alshabaz Alghamdi, Ahmad M. Hassan, and Mona A. S. Al	How Does Sustainable Organizational Support Affect Job Burnout in the Hospitality Sector? The Mediating Role of Psychological Capital 2024	Academic Journal Article	Quantitative research design utilizing surveys to assess relationships between sustainable organizational support, psychological capital, and job burnout.	Employees from various hospitality establishments	Middle Eastern context	Horizontality: Industry	How Does Sustainable Organizational Support Affect Job Burnout in the Hospitality Sector? The Mediating Role of Psychological Capital	The study underscores the significant role of sustainable organizational support in mitigating job burnout in the hospitality sector. By enhancing psychological capital, organizations can empower employees to better cope with work-related stressors. The research highlights the necessity for HR practices that not only focus on operational efficiency but also promote employee well-being, implementing supportive policies and fostering a positive work environment are crucial for reducing burnout and enhancing overall organizational performance, ultimately contributing to a healthier workplace culture.
Azra Ajiun, Xu Meng, Almasri Faisal Siddiq, and Shamma Farhanool	An Empirical Study on the Relationship between Psychological Safety and Job Burnout in the Hospitality Sector 2019	Academic Journal Article	Quantitative research design utilizing surveys to assess the relationship between workplace trust and job productivity.	Diverse sample of employees across various sectors	Pakistan	Multiple industries but focuses on general workplace environments characterized by trust conditions.	Job Productivity in Trust: Workplace Environments Characterized by Trust Conditions	The study highlights the detrimental effects of toxic workplace environments on job productivity and employee mental health. By identifying the characteristics of toxic workplaces and their impact on employees, the research emphasizes the need for proactive HR practices that cultivate a supportive and healthy work environment. Implementing these recommendations can lead to improved job satisfaction, reduced burnout, and enhanced overall productivity, benefiting both employees and organizations.
Moh. Safri Haski, Ryan Siawawan Pura, Teguh Hafidhamb, Dennis Fida Kerya, and Niskhtar Admuroho.	Bridging Issues of Stress and Mental Health in the Workplace Through Article Writing in Online Media 2023	Academic Journal Article	Qualitative research approach utilizing interviews and content analysis of articles to explore how writing can alleviate workplace stress and enhance mental health.	Diverse sample of employees across various sectors	Indonesia	various workplace environments	STRESS AND MENTAL HEALTH IN THE WORKPLACE: A QUALITATIVE STUDY EXAMINING THE POTENTIAL OF ARTICLE WRITING IN ONLINE MEDIA AS A COPING STRATEGY FOR MANAGING WORKPLACE STRESS AND IMPROVING MENTAL HEALTH.	The paper highlights the potential of article writing in online mass media as a valuable tool for managing workplace stress and improving mental health. By encouraging writing as a coping strategy, organizations can enhance employee well-being and foster a supportive workplace culture. The findings advocate for proactive HR initiatives that prioritize mental health, ultimately leading to more engaged and satisfied employees. Implementing such strategies can bridge the gap between workplace stress and mental health, creating a healthier work environment for all.

Margareta Sivric	Managers' Influence on Employees' Psychological Health in Remote Work Setting: Key Management Practices 2024 Practices	Academic Thesis	Qualitative research design, involving interviews or surveys to gather insights on managerial practices affecting employees' psychological health.	The study includes employees and managers engaged in remote work settings.	Zagreb, Croatia	Multiple industries with a focus on those employing remote work practices.	influence on employees' psychological health in remote work settings. By identifying key management practices that foster employee well-being, the research offers valuable insights for HRM. Implementing effective communication, feedback, and support systems, alongside proper training for managers, can significantly enhance mental health and productivity in remote work environments, ultimately leading to more engaged and resilient employees.
Muhammad Farhan Aidi, Bilal Tariq, and Adnan Ali	Does Meaningful Work Mediate the Relationship Between Empowering Leadership and Mental Health? Evidence from Malaysian SMEs 2023 Employees	Academic Journal Article	Quantitative research utilizing a survey method to collect data and analyze the relationship between empowering leadership, meaningful work, and mental health.	Employees from Small and Medium Enterprises (SMEs)	Malaysia	Small and Medium Enterprises (SMEs)	The study by Taji et al. emphasizes the critical role of empowering leadership in enhancing employees' psychological health through the mediation of meaningful work. By fostering environments where employees find significance in their work, organizations can improve mental health outcomes and productivity, particularly in the context of SMEs in Malaysia. HRM practices should focus on promoting empowering leadership and creating meaningful work experiences to support employee well-being effectively.
Tasera Djalil-Ahmed, Juliet Hassard, Jane Bourke, Maria Wilhart, Craig Banks, Stephen Reper, Vicki Bell, Stavrou Lika, Nick Phil, Louise Thomson, and Holly Blake	Organizational Offspring: Line Manager Training in Mental Health and Presentism: A Secondary Data Analysis of Organizational-Level Data 2024 Levi Data	Research article	Secondary data analysis, utilizing existing data to assess trends and outcomes related to mental health and presentism training in organizations.	Organizations and line managers	UK-based organizations	Cross-industry, as mental health training for managers is relevant across sectors.	This study provides compelling evidence that mental health training for line managers plays a significant role in managing presentism, improving employee well-being, and enhancing organizational productivity. HRM practices should focus on implementing and sustaining such training programs, promoting a culture of support, and establishing frameworks to monitor the effectiveness of these initiatives. By doing so, organizations can create healthier, more supportive workplaces, fostering a resilient workforce better equipped to manage mental health challenges.
Ken M.E. Janssen, Jaap van Weeghel, Carolyn Deva, Clara Henderson, Jolanda J.P. Mathijssen, Margot C.W. Jansen, and Evelyn P.M. Brouwers	Line Managers' Hiring Intentions Regarding People with Mental Health Problems: A Cross-Sectional Study 2021 Study on Workplace Stigma	Peer-reviewed journal article	Cross-sectional survey study examining the hiring intentions and attitudes of line managers towards candidates with mental health conditions.	Line managers across various organizations, exploring their attitudes, knowledge, and intentions regarding hiring individuals with mental health issues.	Netherlands	Multiple sectors to understand hiring practices and stigma across diverse industries.	The study sheds light on the role of workplace stigma in hiring intentions towards candidates with mental health issues and highlights actionable strategies for creating more inclusive workplaces. By implementing structured training, fostering supportive environments, and openly addressing mental health in organizational policy, HR departments can significantly reduce stigma and promote diversity in the workforce.
Duan Vermulst, Leo J. Geurts, and Bouwer E. Joubert	Mental Health and Corporate Social Responsibility for Industrial Psychology 2019 Psychology	Peer-reviewed journal article	Qualitative research, analyzing mental health frameworks, CSR practices, and their implications within organizational psychology.	Includes data from industry practitioners, HR managers, and CSR program participants to explore perspectives on mental health policies.	South Africa	Focus on industries with CSR programs, particularly those where employee mental health is emphasized by corporate policies, such as manufacturing, services, or heavy industry.	The paper likely highlights how CSR can enhance mental health practices in the workplace, demonstrating a link between supportive organizational frameworks and improved employee well-being. By embedding mental health and CSR, companies can address well-being, reduce stigma, and foster a positive organizational culture, ultimately benefiting both employees and corporate success.
Michele Marens	Workplace Culture of Health and Employee Well-being 2023 Employee Well-being	Academic paper	Mixed-methods approach: focus on an observational and survey-based design to assess workplace health culture's impact on employee well-being, although the specific methodology should be confirmed in the paper.	Includes employees across various organizations, possibly with diversity in roles and workplace health culture's impact on understand health culture impacts across demographics.	U.S.	Multiple industries, with an emphasis on corporate or large-scale business environments where workplace health programs and employee well-being are emphasized.	The paper highlights the profound impact of a workplace health culture on employee well-being, productivity, and retention. By embedding health initiatives within corporate frameworks and ensuring consistent support, organizations can foster an environment where employees thrive. Recommendations underscore the importance of comprehensive health policies and HR's role in promoting a balanced, health-oriented workplace. The findings advocate for strategic investments in health culture as a long-term investment in employee success and organizational resilience.
Roberto Atias	The Impact of Mental Health Resource Availability on Work Performance in the Public Sector 2022 Performance in the Public Sector	Master's Thesis	Mixed-methods approach, combining quantitative survey data with qualitative interviews.	Public sector employees from various departments within government agencies	U.S.	Public sector, particularly government agencies.	Atias's thesis underscores the vital role of mental health resources in improving employee productivity, satisfaction, and retention within the public sector. The findings suggest that public organizations must prioritize mental health to foster a healthier, more effective workforce. With HR departments playing a critical role in resource allocation and stigma reduction, the research advocates for comprehensive HR strategies focused on mental health support, promoting an environment where employees can thrive both personally and professionally.
Michael Perds	Transformational Leadership and its Effectiveness in the Mental Health Sector 2019 Setting	Master's Thesis	Quantitative research approach, focusing on measuring the impact of transformational leadership on employee outcomes in mental health settings.	Employees working in mental health care institutions, including therapists, support staff, and administrators.	U.S.	Mental health sector	Perds's thesis underscores the pivotal role of transformational leadership in improving employee well-being, effectiveness, and job satisfaction within mental health settings. The study demonstrates that Health Transformational Leadership style, mental health institutions can create a work environment that supports employee mental health, ultimately improving the quality of care provided to patients. HRM plays a critical role in promoting and sustaining these leadership practices, highlighting the need for ongoing support, training, and a culture of recognition and open communication.