

# A SYSTEMATIC REVIEW OF THE EFFECTS OF WELL-BEING, MENTAL HEALTH, AND WORK-LIFE BALANCE ON PRODUCTIVITY THROUGH JOB SATISFACTION

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## ABSTRAK

Kesejahteraan karyawan, kesehatan mental, dan keseimbangan kerja-hidup telah menjadi isu strategis dalam manajemen sumber daya manusia modern, mengingat dampaknya yang signifikan terhadap produktivitas kerja. Penelitian sebelumnya sebagian besar melihat variabel-variabel ini secara terpisah, sehingga menghasilkan hasil yang terfragmentasi. Penelitian ini bertujuan untuk menyusun sintesis konseptual menggunakan pendekatan Tinjauan Pustaka Sistematis (SLR) untuk menguraikan hubungan antara kesejahteraan karyawan, kesehatan mental, dan keseimbangan kehidupan kerja, serta dampaknya terhadap produktivitas, dengan kepuasan kerja sebagai variabel mediasi. Studi ini mengacu pada 66 artikel ilmiah yang diterbitkan antara tahun 2020 dan 2025 dalam jurnal bereputasi yang terindeks oleh Scopus (Q1–Q4), menggunakan metode analisis tematik manual. Hasil penelitian menunjukkan, kesejahteraan karyawan, lingkungan psikososial yang mendukung, intervensi kesehatan mental, dan kebijakan keseimbangan kerja-kehidupan semuanya memiliki efek langsung dan signifikan terhadap produktivitas. Kepuasan kerja diidentifikasi sebagai faktor mediasi utama yang memperkuat hubungan tersebut. Keunggulan penelitian ini terletak pada sintesis integratif yang secara bersamaan memetakan tiga variabel antecedent—kepuasan kerja, kesehatan mental, dan keseimbangan kehidupan kerja—dalam satu model konseptual, dengan kepuasan kerja berfungsi sebagai mediator. Berbeda dengan penelitian sebelumnya yang masih parsial, penelitian ini mengkonsolidasikan berbagai temuan ke dalam kerangka kerja terpadu yang menjembatani dimensi psikologis, struktural, dan afektif dalam Manajemen Sumber Daya Manusia (MSDM). Hasil ini memperkaya literatur tentang MSDM dengan memperkuat kerangka Kerja Tuntutan-Sumber Daya Pekerjaan (JD-R) dan Teori Modal Manusia. Studi ini juga mendorong organisasi untuk menerapkan strategi peningkatan produktivitas berdasarkan kesejahteraan karyawan, fleksibilitas kerja, dan dukungan psikososial yang komprehensif.

**Kata Kunci:** Kesejahteraan Kerja, Kesehatan Mental, Work-Life Balance, Kepuasan Kerja, Dan Produktivitas.

## ABSTRACT

*Employee well-being, mental health, and work-life balance have become strategic issues in modern human resource management, given their significant impact on work productivity. Previous research has largely examined these variables separately, resulting in fragmented results. This study aims to develop a conceptual synthesis using a Systematic Literature Review (SLR) approach to elucidate the relationships between employee well-being, mental health, and work-life balance, and their impact on productivity, with job satisfaction as a mediating variable. This study draws on 66 scientific articles published between 2020 and 2025 in reputable journals indexed by Scopus (Q1–Q4), using a manual thematic analysis method. The results indicate that employee well-being, a supportive psychosocial environment, mental health interventions, and work-life balance policies all have a direct and significant effect on productivity. Job satisfaction is identified as the primary mediating factor strengthening this relationship. The strength of this study lies in its integrative synthesis, which simultaneously maps three antecedent variables—job satisfaction, mental health, and work-life balance—into a single conceptual model, with job satisfaction serving as a mediator. Unlike previous studies that were still partial, this study consolidates various findings into an integrated framework that bridges the psychological, structural, and affective dimensions of Human Resource Management (HRM). These results enrich the literature on HRM by strengthening the Job Demands-Resources (JD-R) framework*

*and Human Capital Theory. This study also encourages organizations to implement productivity-enhancing strategies based on employee well-being, work flexibility, and comprehensive psychosocial support.*

**Keywords:** *Employee Well-Being, Mental Health, Work-Life Balance, Job Satisfaction, Productivity.*

## 1. INTRODUCTION

Employee well-being has become a fundamental pillar in modern human resource management strategies, as it has been proven to support productivity, retention, and overall organizational performance. The increasing complexity of work demands, coupled with the dynamics of globalization, highlights the importance of psychosocial dimensions in the workplace. Consequently, well-being, mental health, and work–life balance have emerged as critical factors in shaping sustainable productivity (Adamska-Chudzińska & Andraszak, 2025; Sharma et al., 2025; Vega-Campos & Pérez-Pérez, 2025). Recent studies underscore the value of a holistic approach in HRM, emphasizing well-being and psychological aspects as means to foster a healthy and productive work climate (Amoadu et al., 2025; Fiegler-Rudol et al., 2025; Kusumawardana et al., 2025).

Existing literature reveals a lack of integration in understanding the interconnections between well-being, mental health, and work–life balance in relation to productivity. Many studies tend to analyze these variables in isolation. Adamska-Chudzińska (2025), for instance, highlights work engagement as an outcome of well-being without addressing the mediating role of work–life balance. Sharma et al. (2025) examine the direct relationship between well-being and performance without considering other psychological factors (Sharma et al. (2025). Tjimuku et al. (2025) investigate the effects of emotional intelligence and psychological capital on well-being and performance, yet they do not integrate work–life balance (Tjimuku et al., 2025). Fiegler-Rudol et al. (2025) explore the relationship between AI and well-being without considering job satisfaction as a mediator of productivity (Fiegler-Rudol et al., 2025). Similarly, Amoadu et al. (2025) discuss psychosocial climate in the healthcare sector, but do not examine work engagement and job satisfaction as reinforcing variables. Meanwhile, Dhakal and Mahmood (2025) employ a scientometric approach without offering in-depth theoretical and empirical analysis of the relationships among variables (Dhakal & Mahmood, 2025).

The study by Islam and Xin (2025) focuses on bibliometric trends in mental health research (Islam & Xin, 2025), while Qin and Saufi (2025) examine the impact of organizational culture on engagement without linking it to productivity (Qin & Saufi, 2025). Nofirza et al. (2025) associate lean ergonomics and physical well-being with productivity, yet overlook psychosocial aspects and job satisfaction (Nofirza et al., 2025). Lesmana and Wening (2025) explore digital career management and its impact on well-being, but fall short of formulating an intervention model based on job satisfaction (Lesmana & Wening, 2025). Rosmiati et al. (2025) review nutritional interventions without elaborating the roles of mental health and work–life balance (Rosmiati et al., 2025). Kusumawardana et al. (2025) address stress management in the context of well-being, yet do not evaluate job satisfaction as a mediating variable (Kusumawardana et al., 2025). Dawson et al. (2025) examine health assets without connecting them to work–life balance (Dawson et al., 2025). Ariasari and Tjahjono (2024) as well as Faisal (2024) confirm a relationship between work–life balance and productivity, but do not integrate dimensions of well-being and job satisfaction (Faisal, 2024). Vega-Campos and Pérez-Pérez (2025) explore Acceptance and Commitment Therapy without linking it to a productivity model grounded in well-being and work–life balance (Vega-Campos & Pérez-Pérez, 2025).

Against this backdrop of conceptual fragmentation and limited thematic synthesis, this study proposes an integrative approach through the Systematic Literature Review (SLR) method to map and analyze the relationships between employee well-being, mental health programs, and work–life balance on productivity, with job satisfaction as an intervening variable. SLR is chosen for its ability to organize scattered scientific findings into evidence-based references that are useful for both organizational practice and academic development (Siddaway et al., 2019; Tjimuku et al., 2025).

The theoretical framework outlines the interrelationships between employee well-being, mental health, work-life balance, and productivity from two main perspectives. First, the Job Demands-Resources Model (JD-R) states that finding a balance between job demands and job resources is crucial for performance and well-being. When organizations provide sufficient resources to their employees, such as psychosocial support, flexible working hours, and mental health interventions, they can reduce job demands and maintain high productivity.

Second, Human Capital Theory views workers as strategic assets that provide businesses with an advantage over their competitors. In this context, well-being and job satisfaction not only help maintain workforce stability, but also make human capital more valuable, which directly affects organizational performance and productivity. These two theories are crucial for understanding how the issues we examine in this study relate to each other. In this context, well-being and job satisfaction not only enhance workforce sustainability but also enhance the value of human capital, which directly impacts productivity and performance in the workplace (Sarwar et al., 2021; Sharma & Tiwari, 2023; Ko, 2024).

These two theories are crucial for understanding the interconnectedness of the issues analyzed in this study. These two theories are important for understanding how the issues we examine in this study are interconnected. In this context, well-being and job satisfaction not only enhance workforce sustainability but also enhance the value of human capital, thus directly impacting organizational performance and productivity (Zhang et al., 2024; Kamboj, 2025).

Accordingly, this article strengthens the theoretical foundation of well-being-based human resource management and offers practical contributions to organizations in designing sustainable productivity strategies through well-being-centered and humanistic work cultures. The relevance of this study becomes even more pronounced in the post-pandemic context, which demands inclusive, adaptive, and biopsychosocial well-being–oriented work systems. The findings of this review are expected to serve as a foundation for evidence-based policy formulation and the strategic frameworks of future organizations.

## **2. RESEARCH METHOD**

This study employed a Systematic Literature Review (SLR) approach to develop an evidence-based conceptual synthesis of the relationship between employee well-being, workplace mental health, work-life balance, productivity, and job satisfaction as a mediating variable (Siddaway et al., 2019). SLR was chosen because it can organize scattered scientific findings into a systematic, transparent, and replicable conceptual framework, ensuring that the research results are not only descriptive but also have a strong theoretical foundation.

This SLR was conducted manually to ensure a consistent, traceable, and repeatable literature review process. All stages—from identification, screening, selection, and inclusion of articles—were carried out without the aid of automated protocols or analysis software such as NVivo, VisViewer, and the like. The choice of this manual method was based on academic considerations. First, the manual coding process helps researchers adhere to the principles of transparency, reflexivity, and traceability, ensuring each step of the analysis is easy to follow. Second, manual coding offers interpretive alignment that aligns more closely with the research objectives, producing a reflective and comprehensive conceptual synthesis, in contrast to software-assisted analysis, which focuses on quantitative calculations of theme frequencies. A manual approach is considered most appropriate for research that prioritizes theoretical frameworks over purely numerical representations (Page et al., 2020).

The collected literature was analyzed using a thematic methodology, beginning with initial coding, content classification, and interpretive synthesis to uncover relational patterns between variables (Thomas & Harden, 2008). Selected articles were published between 2019 and 2024 and addressed employee well-being, mental health, work-life balance, productivity, and job satisfaction, as well as articles from Scopus-listed journals (Q1–Q4). Articles that had not been peer-reviewed, were not accessible in full text, were written in languages other than English, or were largely irrelevant to the focus of the analysis were removed. A manual literature search was conducted, primarily using the Scopus database as the primary source. A Boolean search strategy was used by entering keywords such as "employee well-being AND employee productivity," "workplace mental health AND employee productivity," "work-life balance AND employee productivity," and "job satisfaction AND employee productivity," using logical operators AND and OR to obtain relevant and comprehensive search results (Booth et al., 2016). Articles that met the inclusion criteria were then further analyzed to identify the conceptual framework and relationships between variables. Interpretive thematic analysis was used as the basis for developing a reflective, theoretical, and in-depth scientific synthesis addressing the issue of well-being and productivity in the contemporary workplace.

### 3. RESULTS AND DISCUSSION

#### General Description of the Literature

##### Theme 1 – Employee Well-being and Productivity

A systematic analysis of 17 scholarly articles published between 2024 and 2025 indicates that employee well-being is a strategic determinant in enhancing work productivity. The reviewed literature, sourced from Scopus-indexed journals (Q1–Q4), employed diverse methodological approaches, including Systematic Literature Reviews (SLR), bibliometric analyses, scoping reviews, empirical studies, and conceptual thematic syntheses.

Seven studies employing SLR and scoping reviews—such as those by Tjimuku et al. (2025), Dawson et al. (2025), and Hongjie & Suryani (2025)—mapped conceptual relationships between well-being and performance (Tjimuku et al., 2025; Dawson et al., 2025; Hongjie & Suryani, 2025). Bibliometric approaches by Sharma et al. (2025), Islam & Xin (2025), and Ariasari & Tjahjono (2024) reflect an increasing urgency in adopting well-being-centered HRM strategies (Sharma et al., 2025; Islam & Xin, 2025; Ariasari & Tjahjono, 2024). Empirical studies statistically demonstrate that well-being contributes to productivity through mechanisms such as stress management, technological adaptation, and technostress mitigation (Kusumawardana et al., 2025; Fiegler-Rudol et al., 2025; Akar et al., 2024).

Conceptual studies underscore the need for an integrative framework that connects ergonomics, career management, and work engagement as foundational elements for well-being and efficiency (Adamska-Chudzińska & Andraszak, 2025; Lesmana & Wening, 2025; Nofirza et al., 2025). The sectoral scope is broad—ranging from healthcare (Amoadu et al., 2025; Kanste et al., 2025), hospitality (Hongjie & Suryani, 2025), and manufacturing (Nofirza et al., 2025) to education, digital services, public institutions, and communities (Tohit et al., 2024), reflecting the cross-sectoral urgency of workplace well-being.

Theoretically, well-being is consistently identified as a primary predictor of productivity (Adamska-Chudzińska & Andraszak, 2025; Sharma et al., 2025; Tjimuku et al., 2025). Psychosocial support from organizations further strengthens this contribution (Amoadu et al., 2025; Dhakal & Mahmood, 2025). In the context of digital work environments, well-being serves as a buffer against technology-induced work pressure (Fiegler-Rudol et al., 2025; Akar et al., 2024). Moreover, interventions such as career development and nutrition support also contribute to well-being-based productivity (Lesmana & Wening, 2025; Rosmiati et al., 2025).

## **Theme 2 – Workplace Mental Health and Productivity**

Mental health in the workplace has become a strategic aspect of human resource management, particularly in response to the growing demands for sustainable productivity. A synthesis of 15 articles published between 2024 and 2025 in Scopus Q1–Q4 journals reveals a significant correlation between employees' psychological states and both individual and team performance. Methodological approaches include systematic reviews, scoping reviews, bibliometric analyses, as well as experimental and conceptual studies.

Seven studies—including those by Gonçalves and Matos (2024), Wahyuning Tyas et al. (2024), Kamkar et al. (2025), and Gibson et al. (2024)—demonstrate the effectiveness of mental health interventions in boosting productivity (Gonçalves and Matos, 2024; Wahyuning Tyas et al., 2024; Kamkar et al., 2025; Gibson et al., 2024). Bibliometric and scoping reviews conducted by Azzani et al. (2024), Ashcroft et al. (2024), and Solomon & Tham (2024) further highlight the importance of psychosocial support systems in the workplace (Azzani et al., 2024; Ashcroft et al., 2024; Solomon & Tham, 2024).

This body of literature spans various sectors: healthcare, education, construction, social services, and the digital industry. Studies by Gonçalves and Matos (2024), Ramasamy and Munusamy (2024), and Oladipo (2024) address psychological stress among healthcare and education professionals (Gonçalves & Matos, 2024; Ramasamy & Munusamy, 2024; Oladipo, 2024). Meanwhile, Wahyuning Tyas et al. (2024), Mansour and Vadell (2024), and Ashcroft et al. (2024) examine psychosocial challenges in digital and social service work. Digital interventions such as chatbot therapy and metaverse-based work models are also emerging (Gibson et al., 2024; Mansour & Vadell, 2024).

Conceptually, mental disorders have been shown to reduce productivity and increase indirect costs (Grajek et al., 2024; Azzani et al., 2024). Cognitive interventions and Acceptance and Commitment Therapy (ACT) have proven effective in enhancing work engagement and performance (Gonçalves & Matos, 2024; Vega-Campos & Pérez-Pérez, 2025). Organizational support, supportive leadership styles, and inclusive work environments also act as protective factors for mental health, directly impacting productivity (Wahyuning Tyas et al., 2024; Singh et al., 2024).

Support systems provided by families and communities (Solomon & Tham, 2024; Sukmayanti & Nursalam, 2024), along with attention to workplace violence (Oladipo, 2024), emphasize the need for a holistic approach. Furthermore, digital therapy innovations such as chatbots and game-based interventions are strengthening the effectiveness of mental health–oriented productivity strategies (Gibson et al., 2024; Stasolla et al., 2025).

### **Theme 3 – Work–Life Balance and Employee Productivity**

The concept of work–life balance (WLB) has evolved into a key managerial strategy in addressing the demands of high productivity, digitalization, and flexible work models. A systematic review of 17 academic articles published in 2024–2025 reinforces the strategic role of WLB in enhancing productivity across diverse industrial sectors.

The methodological approaches applied include bibliometric studies (Udin, 2024; Prayogi, 2024; Noor et al., 2025), scientometric analysis (Ariasari & Tjahjono, 2024), quantitative surveys (Hariri et al., 2024; Demou et al., 2024), mixed-methods designs (Ribeiro et al., 2024; Case et al., 2024), as well as conceptual discussions and empirical regressions. The majority of articles were drawn from Scopus Q1–Q3 journals, covering public, educational, technological, community, and multinational corporate sectors.

Studies such as Septiani et al. (2024) and Sacuiu & Micu (2024) emphasize the importance of WLB for Gen Z workforce retention and global strategies (Septiani et al., 2024; Sacuiu & Micu, 2024). Gupta et al. (2024) highlights the relevance of WLB in the age of AI (Gupta et al., 2024). Within the contexts of remote work and the public sector, WLB is also crucial (Rustan et al., 2024; Rojas Plasencia et al., 2024; Hariri et al., 2024; Sánchez, 2024), particularly for vulnerable groups (Demou et al., 2024; Case et al., 2024), pointing to the need for inclusive and contextual approaches.

The overall literature confirms that WLB affects productivity both directly and indirectly. Faisal (2024) identifies the mediating role of employee engagement (Faisal, 2024), while Adamska-Chudzińska & Andraszak (2025) underscore work engagement as a result of WLB (Adamska-Chudzińska & Andraszak, 2025). Bibliometric analyses by Prayogi (2024) and Ariasari & Tjahjono (2024) further support this positive correlation (Prayogi, 2024; Ariasari & Tjahjono, 2024).

From a policy perspective, Noor et al. (2025) emphasize the importance of integrating WLB into HRM systems to promote psychosocial stability (Noor et al., 2025). Udin (2024) and Ribeiro et al. (2024) highlight the contributions of spiritual and visionary leadership in achieving WLB (Udin, 2024; Ribeiro et al., 2024). Tahir et al. (2024) link WLB to the attainment of the Sustainable Development Goals (SDGs) at both organizational and individual levels (Tahir et al., 2024).

Other studies caution that work–life imbalance may trigger burnout and reduce productivity (Sánchez, 2024; Hariri et al., 2024; Gupta et al., 2024). Therefore, the development of flexible job designs, adaptive organizational structures, and workplace cultures that respect personal time are foundational to achieving sustainable productivity.

### **Theme 4 – Job Satisfaction and Employee Productivity**

Job satisfaction has been widely recognized as a strategic component of human resource management, having been empirically validated as a primary predictor of employee productivity. A systematic review of 17 academic articles published between 2024 and 2025 demonstrates a

strong empirical and in-depth conceptual relationship between job satisfaction and productivity across various industrial sectors.

The methodological approaches applied in these studies include systematic literature reviews (Tjimuku et al., 2025; Papakonstantinou et al., 2025), scoping reviews (Astale et al., 2025; Pursio et al., 2025), bibliometric analyses (Zafar & Abu-Hussin, 2025; Noor et al., 2025), meta-analyses (Little, 2025), and quantitative surveys and regression analyses (Hardi & Syaharuddin, 2025; Karim et al., 2025). All articles were published in Scopus-indexed journals (Q1–Q4), covering healthcare (Krišelj et al., 2025; Der & Korang, 2025), banking (Sultana, 2025), education (Hardi & Syaharuddin, 2025; Mohandas & Mohapatra, 2025), the digital sector (Lesmana & Wening, 2025; Karim et al., 2025), and high-risk professions such as firefighters and medical personnel (García-Iglesias et al., 2025; Kamkar et al., 2025).

Most studies reveal a positive correlation between job satisfaction and productivity, both directly and through mediating variables. Tjimuku et al. (2025) demonstrate that job satisfaction mediates the relationship between emotional intelligence and work performance (Tjimuku et al., 2025). Papakonstantinou et al. (2025) and Omair et al. (2025) highlight how transformational leadership enhances both job satisfaction and work effectiveness (Papakonstantinou et al., 2025; Omair et al., 2025).

Job satisfaction also plays a crucial role in reducing stress and burnout. García-Iglesias et al. (2025) and Hardi & Syaharuddin (2025) report that job satisfaction exerts a protective effect against stress, particularly in critical sectors (García-Iglesias et al., 2025; Hardi & Syaharuddin, 2025).

Several studies emphasize the role of technology and digital management. Lesmana & Wening (2025) highlight the importance of digital career management, while Sultana (2025) discusses how digital organizational design enhances job satisfaction. Karim et al. (2025) find that the implementation of ERP systems increases job satisfaction by improving information efficiency and productivity (Lesmana & Wening, 2025); Sultana, 2025).

Additionally, job satisfaction has been identified as a mediating variable between organizational values and productivity. Zafar & Abu-Hussin (2025) link Islamic work ethics to productivity through the internalization of job satisfaction, while Pursio et al. (2025) emphasize the role of self-leadership in shaping healthcare workers' satisfaction (Zafar & Abu-Hussin, 2025; Pursio et al., 2025).

Ultimately, job satisfaction is fundamental to HR retention and development strategies. Alqahtani & Alshagrawi (2025) underscore the importance of participative leadership and engagement in fostering loyalty through job satisfaction. Aravidou, Triantari, and Zervas (2025) show that participatory and sustainable conflict management practices promote job satisfaction and enhance organizational stability (Alqahtani & Alshagrawi, 2025; Aravidou et al., 2025).

## **Thematic Synthesis of the Literature**

### **Theme 1 – Employee Well-being and Work Productivity**

The thematic synthesis of the literature indicates that employee well-being is a fundamental determinant of sustainable work productivity. Systematic reviews reveal that workplace well-being is multidimensional—encompassing psychological, emotional, social, and cognitive aspects—that directly and indirectly affect individual performance. The relationship between well-

being and productivity is reflected in various interventional approaches that have been comprehensively studied.

Several studies emphasize the importance of cognitive and psychological interventions as primary tools for strengthening workplace well-being. Gonçalves and Matos (2024), through a systematic review, confirm that cognitive interventions significantly reduce mental fatigue and enhance concentration, thereby improving productivity. These findings align with those of Vega-Campos and Pérez-Pérez (2025), who demonstrate the effectiveness of Acceptance and Commitment Therapy (ACT) in enhancing psychological well-being, work engagement, and individual performance (Gonçalves & Matos, 2024; Vega-Campos & Pérez-Pérez, 2025).

Another critical element is the need for a safe psychosocial work climate as a buffer against work-related stress. Wahyuning Tyas et al. (2024) find that psychologically supportive work environments increase safety, motivation, and effectiveness, particularly in the construction sector (Tyas et al., 2024). Ramasamy and Munusamy (2024) reinforce these findings by showing that organizational support significantly improves the mental health of teachers and their instructional productivity (Ramasamy & Munusamy, 2024). Similarly, Singh et al. (2024) emphasize that inclusive leadership enhances team well-being, promoting synergy and collective work outcomes (Singh et al., 2024).

Workplace well-being is also influenced by external support, such as from family and community. Studies by Solomon and Tham (2024) and Sukmayanti and Nursalam (2024) report that social support helps reduce burnout and strengthen workers' psychological stability, ultimately supporting sustained productivity (Solomon & Tham, 2024; Sukmayanti & Nursalam, 2024).

Digital developments also impact workplace well-being. Gibson et al. (2024) show that chatbots, as technology-based mental health interventions, improve work efficiency and performance (Gibson et al., 2024). In the context of the metaverse, Mansour and Vadell (2024) identify new psychological pressures that require adaptive interventions to maintain productivity (Mansour & Vadell, 2024). Stasolla et al. (2025) introduce gaming therapy as an innovative approach to enhancing psychological balance and performance, particularly in the healthcare sector (Stasolla et al., 2025).

Well-being is further supported by a conducive physical environment. Paniccià et al. (2024) show that green spaces in the workplace significantly contribute to psychological stability and increased productivity (Paniccià et al., 2024). Karanika-Murray and Galalae (2025) add that digital wellness programs help extend productive working life through more adaptive job arrangements (Murray & Galalae, 2025).

In the healthcare sector, Grajek et al. (2024) and Oladipo (2024) emphasize that workplace stress and violence have severe consequences for the mental health and effectiveness of medical personnel (Grajek et al., 2024; Oladipo, 2024). Therefore, an organizational system that is responsive to psychological well-being is not merely desirable—it is an essential structure for ensuring sustained productivity.

The overall literature leads to a consistent conclusion: workplace well-being not only sustains individual morale but also serves as a foundational pillar for long-term organizational productivity. Holistic interventional approaches—addressing psychological, social, digital, and environmental dimensions—have proven effective in strengthening work capacity, engagement, and



organizational effectiveness. Accordingly, modern HR management strategies must prioritize well-being as a core principle in designing work systems aimed at achieving sustainable productivity.

## **Theme 2 – Workplace Mental Health and Employee Productivity**

A systematic review of workplace mental health affirms that this dimension is not merely an aspect of psychological well-being, but a key driver of work productivity. Recent literature highlights that psychosocial stress, mental fatigue, and other psychological disorders significantly diminish individual and collective work effectiveness. Within this context, various forms of interventions have been studied and found to be closely linked to improved job performance.

Gonçalves and Matos (2024) emphasize the critical role of cognitive interventions in reducing mental fatigue, enhancing concentration, and ultimately boosting productivity (Gonçalves & Matos, 2024). Therapeutic approaches such as Acceptance and Commitment Therapy (ACT) have also demonstrated strong effectiveness in promoting psychological well-being and work engagement (Campos & Pérez, 2025). ACT has been shown to strengthen individuals' adaptive capacity in the face of modern work-related pressures.

Azzani et al. (2024), through bibliometric analysis, confirm that mental disorders in the workplace significantly impact productivity decline, and that a deeper understanding of the literature can inform evidence-based intervention policies (Azzani et al., 2024). In contrast, Grajek et al. (2024) reveal the economic burden of post-pandemic mental health issues as a serious challenge to organizational output stability (Grajek et al., 2024).

The concept of a psychosocial safety climate has also emerged as a critical protective factor for sustaining performance. Wahyuning Tyas et al. (2024) highlight its protective function in the construction sector (Tyas et al., 2024). Organizational support proves to be essential, as evidenced by Ramasamy and Munusamy (2024) in the education sector and Singh et al. (2024), who underscore the role of supportive leadership in maintaining mental health and team productivity (Ramasamy & Munusamy, 2024; Singh et al., 2024).

Psychological injuries have also become a growing concern in professional contexts. Kamkar et al. (2025) report that such injuries among therapists negatively affect service quality and productivity, necessitating robust intervention systems (Kamkar et al., 2025). Oladipo (2024) adds that workplace violence significantly undermines the mental well-being of healthcare workers, with serious implications for work effectiveness (Oladipo, 2024).

Various wellness programs have been identified as relevant strategies. Karanika-Murray and Galalae (2025) show that digital wellness tools can extend the productive lifespan of workers while strengthening psychological stability (Murray & Galalae, 2025). Social support from family and community has also been recognized by Solomon and Tham (2024) and Sukmayanti and Nursalam (2024) as key external factors in enhancing mental balance and sustaining consistent job performance (Solomon & Tham, 2024; Sukmayanti & Nursalam, 2024).

The rise of digital work has introduced new psychological challenges, particularly in the context of metaverse environments and modern work technologies (Mansour & Vadell, 2024). These conditions call for adaptive and innovative interventions. In the healthcare sector, gaming therapy (Stasolla et al., 2025) and the use of chatbots for mental health support (Gibson et al., 2024) have proven effective in maintaining psychological stability and supporting productivity.

The physical work environment also plays a role. Panicià et al. (2024) stress the significance of green spaces—both indoors and outdoors—in maintaining mental balance and improving work performance (Panicià et al., 2024). Meanwhile, Ashcroft et al. (2024) highlight the importance of social workers as part of the workplace mental health support system (Ashcroft et al., 2024).

This thematic synthesis reinforces the notion that workplace mental health is a core catalyst in enhancing productivity. Organizations that implement systemic strategies rooted in mental health—whether cognitive, psychosocial, digital, or environmental—are more likely to cultivate a focused, resilient, and engaged workforce. Consequently, future productivity management strategies must place mental health at the foundation of sustainable work policy and design.

### **Theme 3 – Work–Life Balance and Employee Productivity**

Contemporary literature strongly affirms that work–life balance (WLB) is no longer merely a matter of personal well-being, but a strategic foundation for cultivating a productive, stable, and adaptive workforce. Thematic synthesis of 17 scholarly articles confirms that balancing work demands with personal life significantly contributes to efficiency, engagement, and performance across sectors.

Bibliometric and scientometric studies by Prayogi (2024) and Ariasari & Tjahjono (2024) validate the positive correlation between WLB and productivity, demonstrating that integrated WLB practices foster healthier work environments and drive optimal performance (Prayogi, 2024; Ariasari & Tjahjono, 2024). These findings are consistent with Hariri et al. (2024), who underline the role of WLB in enhancing emotional and physical well-being, serving as a key enabler of long-term productive capacity (Hariri et al., 2024).

In the context of a new generation of workers, flexibility has become an absolute necessity. Septiani et al. (2024) and Sánchez (2024) reveal that Gen Z employees depend heavily on WLB to sustain their productivity (Septiani et al., 2024; Sánchez, 2024). In this regard, WLB imbalance may lead to performance decline due to psychological stress. Rustan et al. (2024) and Rojas Plasencia et al. (2024) further note that while remote work offers flexibility, it also poses serious psychosocial challenges if not supported by adequate systems (Rustan et al., 2024; Rojas Plasencia et al., 2024).

Leadership plays a pivotal role in fostering WLB. Udin (2024), Ribeiro et al. (2024), and Adamska-Chudzińska & Andraszak (2025) emphasize the effectiveness of purpose-driven and spiritual leadership in shaping a humanistic work culture, which in turn enhances employee engagement and loyalty (Udin, 2024; Ribeiro et al., 2024; Chudzińska & Andraszak, 2025).

Beyond direct relationships, WLB functions as a complex psychological mechanism. Faisal (2024) shows that work engagement mediates the influence of WLB on productivity (Faisal, 2024). Meanwhile, organizational policies that structurally support WLB, as argued by Noor et al. (2025), are instrumental in achieving stability and collective performance (Noor et al., 2025).

WLB also strengthens the well-being of vulnerable groups, particularly in education and healthcare sectors. Studies by Hariri et al. (2024), Demou et al. (2024), and Case et al. (2024) affirm that WLB initiatives boost productivity through a lens of social and gender equity (Hariri et al., 2024; Demou et al., 2024; Case et al., 2024).

Gupta et al. (2024) and Tahir et al. (2024) add a visionary perspective by linking WLB to digital transformation and the Sustainable Development Goals (SDGs) (Gupta et al., 2024; Tahir et al., 2024). The adoption of AI technologies will only improve productivity if accompanied by WLB policies adapted to the demands of digital transformation.

WLB also plays a critical role in long-term career development. Case et al. (2024) stress the importance of mentoring and career pathways in maintaining life balance, while Adamska-Chudzińska (2025) confirms that WLB directly enhances work engagement and employee well-being (Case et al., 2024; Chudzińska, 2025).

The literature clearly concludes that WLB is not an optional attribute but a strategic variable in designing productive and sustainable work systems. Organizations that fail to integrate WLB into their structure, culture, and leadership risk losing their workforce competitiveness. Conversely, those that succeed in creating a work ecosystem that supports life balance will benefit from healthier, more creative, and more productive human resources in the long term.

#### **Theme 4 – Job Satisfaction and Employee Productivity**

Job satisfaction is one of the most critical psychosocial constructs in human resource management theory, consistently shown to be a primary predictor of organizational productivity. A thematic analysis of 17 recent scholarly articles reveals that the relationship between job satisfaction and productivity is not linear, but shaped by complex interactions among psychological, structural, and contextual organizational factors.

In the healthcare sector, Krišelj et al. (2025) emphasize that job satisfaction enhances team efficiency and collaboration, while Der & Korang (2025) link staff motivation and satisfaction to the quality of patient care (Krišelj et al., 2025; Der & Korang, 2025). In the banking sector, Sultana (2025) identifies job satisfaction as a key determinant of individual productivity (Sultana, 2025).

Several studies highlight the mediating role of job satisfaction in the relationship between leadership and work performance. Papakonstantinou et al. (2025) and Omair et al. (2025) demonstrate that transformational and communication-based leadership styles enhance job satisfaction, which in turn boosts productivity (Papakonstantinou et al., 2025; Omair et al., 2025). Zafar and Abu-Hussin (2025) expand this perspective by showing that Islamic work ethics promote spiritual fulfillment at work, fostering satisfaction and organizational effectiveness (Zafar & Hussin, 2025). Conversely, job dissatisfaction contributes to burnout and psychological stress, as shown by García-Iglesias et al. (2025), Kamkar et al. (2025), and Little (2025), suggesting that job satisfaction also serves as a buffer against extreme workplace stress (Iglesias et al., 2025; Kamkar et al., 2025; Little, 2025).

From a psychological standpoint, Tjimuku et al. (2025) and Pursio et al. (2025) emphasize the importance of psychological capital and self-leadership as foundations for productive job satisfaction (Tjimuku et al., 2025; Pursio et al., 2025). High emotional intelligence and self-management create a resilient and competitive work environment.

Digital transformation has also reshaped the landscape of job satisfaction. Lesmana and Wening (2025) and Karim et al. (2025) reveal that digital career management and ERP implementation increase both efficiency and satisfaction, enhancing productivity in technologically driven contexts (Lesmana & Wening, 2025; Karim et al., 2025).

Macro-level policies also play a role. Noor et al. (2025) and Faisal (2024) find that work–life balance implementation contributes to increased job satisfaction and productivity, underscoring the importance of structural interventions with positive psychosocial impacts (Noor et al., 2025; Faisal, 2024).

Job satisfaction is also closely linked to retention and employee loyalty. Alqahtani and Alshagrawi (2025) show that satisfaction enhances HR stability, while Aravidou et al. (2025) highlight how inclusive conflict management supports job satisfaction and team cohesion (Alqahtani & Alshagrawi, 2025; Aravidou et al., 2025).

Studies by Astale et al. (2025), Mohandas & Mohapatra (2025), and Hardi & Syaharuddin (2025) further reinforce the narrative that capacity building, innovative learning approaches, and stress management are effective pathways to improving both satisfaction and productivity, particularly in the education and healthcare sectors (Astale et al., 2025; Mohandas & Mohapatra, 2025; Hardi & Syaharuddin, 2025).

This thematic synthesis shows that employee well-being, mental health, and work-life balance significantly increase productivity, with job satisfaction as a key mediator. These results align with the Job Demands–Resources (JD-R) Model, which states that job satisfaction helps balance job demands and job resources. Job satisfaction enables employees to balance the stress of job demands with their available resources, which keeps them engaged and productive (Sarwar et al., 2021; Sharma & Tiwari, 2023; Chowhan & Pike, 2023).

The results also support Human Capital Theory, which views employees as a valuable strategic resource. In this context, an organization's investment in well-being, mental health, and work-life balance not only increases job satisfaction but also enhances the value of its human capital, thereby strengthening its competitiveness (Zhang et al., 2024; Kamboj, 2025). Combining these three antecedent variables into a single job satisfaction-oriented conceptual model not only enriches the empirical literature but also strengthens the significance of JD-R and Human Capital Theory as a foundational framework for understanding and managing productivity in the modern workplace.

#### **4. CONCLUSION**

Based on an analysis of 66 scholarly articles (2020–2025) published in Scopus-indexed journals (Q1–Q4), this study successfully develops a holistic conceptual framework that offers significant theoretical and practical contributions to the fields of human resource management and organizational behavior. The three antecedent variables—well-being, mental health, and work–life balance—are shown to contribute both directly and indirectly to employee productivity, with job satisfaction serving as a critical linking mechanism within this model. The proposed approach is evidence-based and integrative, encompassing psychological, structural, and affective dimensions.

This study yields three principal conclusions. First, job satisfaction plays a highly influential mediating role, reinforcing the pathway between antecedent factors and productivity. In the absence of this mediation, interventions targeting well-being, mental health, and work–life balance tend to produce partial and unsustainable outcomes. Second, the findings indicate that employees who report higher levels of job satisfaction tend to exhibit stronger engagement, greater organizational loyalty, and proactive work behavior, all of which serve as foundational elements of superior performance. Third, from a theoretical perspective, this study expands the boundaries of HRM scholarship by integrating the Job Demand–Resources (JD-R) model and Human Capital

Theory, both of which emphasize the importance of strengthening job resources as key drivers of long-term productivity.

The conceptual model derived from this systematic literature review also enriches the humanistic management approach by positioning well-being and affective dimensions as strategic elements in modern organizational design. The practical implications of these findings encourage organizations to reorient their work systems toward more human-centric paradigms—through the implementation of well-being-oriented policies, systematic mental health interventions, reinforced work–life balance initiatives, and continuous monitoring of job satisfaction as a core indicator of organizational performance.

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