


Chapter 2

Exploring the Interconnection Between Employee Mental Health, Well-Being, and Organizational Success: A Decadal Review and Conceptual Framework for Future Research

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ABSTRACT

This review shows a strong link between employee mental health and well-being, and organizational success. Positive mental health boosts well-being, leading to better organizational outcomes like productivity and retention. Supportive work environments, including work-life balance and social support, are crucial. Interventions

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improving mental health and well-being directly correlate with better organizational performance (e.g., increased productivity, lower healthcare costs). Investing in employee well-being provides a strong return on investment. Future research should focus on longitudinal studies, contextual factors, diversity and inclusion, and technological interventions. A holistic approach to supporting both mental health and well-being fosters a thriving workforce and sustainable organizational success.

INTRODUCTION

In recent years, the acknowledgment of employee mental health and well-being has emerged as a critical factor influencing organizational success (Watthanabut & Manasabutr, 2017; Rattanasirivilai, 2024). The complex interplay between these factors has garnered attention from researchers, policymakers, and organizational leaders alike, particularly in the context of the dramatic shifts provoked by the COVID-19 pandemic. During this unprecedented crisis, mental health issues became more pronounced, affecting employees' ability to perform, engage, and thrive (Hamouche, 2020; Somani, 2022). As such, understanding the relationship between employee mental health, well-being, and organizational success has become paramount for creating resilient and thriving workplaces.

The World Health Organization (WHO) defines mental health as “a state of well-being in which every individual realizes his or her potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community” (Mei et al., 2023). This definition underscores the importance of creating supportive work environments that nurture mental well-being among employees. However, mental health challenges, such as anxiety and depression, have increasingly surfaced in organizations worldwide. Research indicates that untreated mental health conditions can lead to declining productivity, increased absenteeism, and higher turnover rates (Fujimoto et al., 2024; Vaidyanathan & Mahapatra, 2020; Khan et al., 2022). Thus, organizations face a pressing need to address mental health concerns proactively to foster an engaged and productive workforce.

Equally, employee well-being is a multifaceted construct that encompasses not only mental health but also physical, emotional, and social dimensions (Pandya et al., 2022). The relationship between these facets and organizational success is supported by empirical evidence revealing that well-being initiatives often correlate with improved job performance, employee loyalty, and overall organizational effectiveness (Elshaer & Azazz, 2023; Elufioye et al., 2024). Employees who report high levels of well-being tend to exhibit greater job satisfaction, creativity, and productivity, which collectively contribute to enhanced organizational performance. For instance,

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