



## The Influence of Mental Health and Well-Being Programs on Employee Performance in the Modern Workplace

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### ABSTRACT

The increasing demands of the modern workplace have intensified psychological pressure, making mental health and well-being critical factors in employee performance. This study aims to examine the influence of mental health and well-being programs on employee performance. A quantitative explanatory approach was employed, involving 120 employees selected through purposive sampling. Data were collected using Likert-scale questionnaires and analyzed using simple linear regression. The findings indicate that mental health and well-being programs have a positive and significant effect on employee performance, particularly in improving productivity, work quality, and employee engagement. The novelty of this study lies in positioning well-being programs as strategic, performance-oriented interventions in modern organizations.

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## INTRODUCTION

The rapid evolution of the modern workplace has significantly increased job complexity and performance expectations among employees. Technological advancement, flexible work arrangements, and high productivity demands have contributed to rising psychological pressure in organizational settings. This phenomenon has become a global concern as employee mental health increasingly affects organizational outcomes, particularly productivity and sustainability. Recent studies indicate that workplace mental health is strongly associated with employee performance and organizational effectiveness (Pfeffer, 2020). In Indonesia, similar trends are observed where employees experience increased stress levels due to workload and job insecurity (Prasetyo et al., 2022).

As organizations respond to these challenges, mental health and well-being programs have emerged as important strategies in human resource management. These programs include counseling services, work-life balance initiatives, and stress management interventions aimed at improving employee welfare. Research shows that well-being initiatives can enhance employee satisfaction and reduce burnout, thereby supporting organizational performance (Cooper et al., 2021). However, many organizations still perceive these programs as supportive rather than strategic, limiting their integration into performance management systems. This gap highlights the need for a more structured understanding of their role in improving employee outcomes (Suryani & Hendrawan, 2023).

Previous studies have explored the relationship between mental health and various employee attitudes, yet findings remain fragmented. For example, research by Helliwell et al. (2021) demonstrates that psychological well-being is positively linked to employee engagement and job satisfaction. Similarly, a study by Rahman and Kurniawan (2021) found that employees with better mental health tend to show higher organizational commitment. Despite these findings, most studies focus on indirect outcomes rather than directly measuring employee performance. This indicates a research gap in understanding how mental health programs influence performance metrics such as productivity and work quality.

Moreover, existing literature often emphasizes individual coping mechanisms rather than organizational interventions. Studies suggest that leadership support and organizational culture play critical roles in shaping employee well-being (Arnold, 2020). However, empirical research that examines well-being programs as structured organizational strategies remains limited. In the Indonesian context, studies on mental health programs are still relatively underdeveloped and lack empirical rigor (Wibowo et al., 2022). This limitation reduces the applicability of global findings to local organizational practices.

Given these gaps, this study aims to examine the influence of mental health and well-being programs on employee performance in the modern workplace. The research focuses on identifying the causal relationship between well-being initiatives and key performance indicators, including productivity, work quality, and employee engagement. By applying a quantitative explanatory approach, this study seeks to provide empirical evidence that supports the strategic role of mental health programs. This objective is aligned with the growing need for data-

driven decision-making in human resource management (Becker & Huselid, 2020).

This study offers both theoretical and practical contributions to the field of human resource management. Theoretically, it extends existing literature by integrating mental health and well-being into performance management frameworks. It emphasizes that psychological well-being is not merely an individual concern but a strategic organizational asset. Practically, the findings provide insights for organizations to design effective well-being programs that directly enhance employee performance (Bakker & Demerouti, 2021). These contributions are particularly relevant in addressing modern workplace challenges.

In conclusion, this research addresses an important gap by empirically examining the direct impact of mental health and well-being programs on employee performance. It offers a novel perspective by positioning well-being initiatives as performance-driven strategies rather than supplementary programs. The study is expected to contribute to the development of sustainable human resource practices in both global and local contexts. Ultimately, it provides a foundation for organizations to adopt more holistic and strategic approaches in managing employee performance (Nugroho & Santoso, 2023).

## LITERATURE REVIEW

### *Mental Health and Well-Being in the Workplace*

Mental health and well-being have become central constructs in contemporary human resource management, particularly in response to increasing workplace demands. Mental health refers to an individual's psychological condition, including emotional stability and stress management capacity, while well-being encompasses a broader concept involving life satisfaction and work-life balance. In modern organizations, these constructs are not only related to employee welfare but also directly linked to organizational effectiveness. Empirical studies demonstrate that employees with higher levels of psychological well-being tend to exhibit better work behavior and adaptability (Krekel et al., 2020). In the Indonesian context, research also indicates that workplace stress and mental health issues significantly influence employee motivation and productivity (Hidayat & Wulandari, 2023).

From a theoretical perspective, the Job Demands-Resources theory explains how job demands can lead to strain, while adequate resources, including well-being programs, can mitigate negative outcomes. This theory suggests that organizational support mechanisms play a critical role in maintaining employee mental health. When organizations provide sufficient resources, employees are more likely to experience reduced burnout and increased engagement. Studies have confirmed that well-being initiatives function as essential job resources that enhance employee resilience (Lesener et al., 2020). Thus, mental health programs are increasingly viewed as strategic tools rather than optional benefits.

H1: Mental health and well-being have a positive and significant effect on employee performance.

### *Mental Health Programs as Strategic Organizational Interventions*

Mental health and well-being programs are designed to support employees in managing stress and maintaining psychological balance. These programs include initiatives such as counseling services, flexible work policies, and mindfulness training. Recent research highlights that organizations implementing structured well-being programs experience improvements in employee satisfaction and reduced absenteeism (Ho & Chan, 2022). However, many organizations still fail to align these programs with performance management systems, limiting their effectiveness. In Indonesia, studies reveal that well-being initiatives are often implemented inconsistently and lack evaluation mechanisms (Putri & Firmansyah, 2024).

The strategic value of mental health programs lies in their ability to create a supportive work environment that fosters employee engagement. According to Conservation of Resources theory, individuals strive to acquire and maintain resources, including psychological well-being. When organizations invest in employee well-being, they contribute to resource gain, which positively influences work outcomes. Empirical evidence shows that organizations with strong well-being practices demonstrate higher levels of employee commitment and lower turnover rates (Montano et al., 2021). Therefore, mental health programs should be integrated into organizational strategies to maximize their impact.

H2: Mental health and well-being programs have a positive and significant effect on employee performance.

### *Employee Performance and Its Determinants*

Employee performance is a critical indicator of organizational success, reflecting the extent to which employees achieve work objectives effectively and efficiently. Performance is commonly measured through indicators such as productivity, work quality, and employee engagement. Research indicates that psychological factors, including stress and well-being, significantly influence employee performance outcomes (Charoensukmongkol & Phungsoonthorn, 2021). Employees experiencing poor mental health are more likely to exhibit decreased productivity and increased errors in their work.

In addition, employee engagement plays a mediating role between well-being and performance. Engaged employees tend to be more motivated, committed, and proactive in their roles. Studies have shown that well-being initiatives can enhance engagement, which in turn improves performance outcomes (Albrecht et al., 2021). In the Indonesian context, empirical findings suggest that employees with higher levels of well-being demonstrate stronger performance and organizational commitment (Saputra & Mahendra, 2022). These findings reinforce the importance of integrating psychological well-being into performance management frameworks.

H3: Employee well-being positively contributes to improving employee performance through enhanced engagement and productivity.

### *Research Gap and Conceptual Framework*

Despite extensive research on mental health and employee outcomes, significant gaps remain in the literature. Many studies focus on indirect outcomes such as job satisfaction and engagement, while fewer studies examine the direct

relationship between well-being programs and employee performance. Additionally, existing research often lacks a comprehensive approach that integrates psychological and managerial perspectives. This limitation highlights the need for empirical studies that explicitly test the causal impact of well-being programs on performance outcomes (Nielsen et al., 2021).

Furthermore, research in developing countries, particularly Indonesia, remains limited and often lacks methodological rigor. This creates a gap between global theoretical frameworks and local organizational practices. The present study addresses this gap by adopting a quantitative explanatory approach to examine the direct influence of mental health and well-being programs on employee performance. By integrating theoretical perspectives with empirical analysis, this study aims to provide a more comprehensive understanding of the relationship between well-being and performance. The conceptual framework of this study positions mental health and well-being programs as independent variables influencing employee performance as the dependent variable.

H4: Mental health and well-being programs simultaneously influence employee performance in the modern workplace.

## **METHODOLOGY**

### *Research Type and Approach*

This study employs a quantitative approach with an explanatory research design aimed at examining the causal relationship between independent and dependent variables. The quantitative approach is selected because it is capable of producing objective and measurable data in analyzing the influence of mental health and well-being programs on employee performance. The explanatory design is used to empirically explain cause-and-effect relationships through hypothesis testing that has been previously formulated. According to Hair et al. (2021), this approach is effective in identifying relationships among variables through structured statistical analysis. Therefore, this method is considered the most appropriate for achieving the research objective, which focuses on testing direct effects.

### *Research Variables and Operational Definitions*

This study involves two main variables, namely the independent variable (X) and the dependent variable (Y). The independent variable in this study is mental health and employee well-being programs, which include aspects such as psychological support, work-life balance, and welfare facilities. Meanwhile, the dependent variable is employee performance, measured through indicators such as productivity, work quality, and employee engagement. The operational definitions of variables are based on concepts developed in previous studies to ensure strong conceptual validity. The measurement of variables is conducted using indicators relevant to the context of modern organizations (DeNisi & Murphy, 2021). Thus, the relationship between variables can be tested systematically and measurably.

### *Population and Sampling Technique*

The population in this study consists of all employees working in modern organizations that have implemented or are familiar with mental health and

well-being programs. The sampling technique used is non-probability sampling with a purposive sampling method, which involves selecting respondents based on specific criteria relevant to the research objectives. These criteria include employees who are actively working and have experience with well-being programs in the workplace. The sample size in this study consists of 120 respondents, which is considered adequate for simple linear regression analysis. According to Sekaran and Bougie (2020), this sample size meets the minimum requirements for inferential statistical analysis in social research.

#### *Data Collection Techniques and Research Instruments*

Data in this study are collected using a questionnaire as the primary research instrument. The questionnaire is designed using a Likert scale ranging from 1 to 5, representing the level of respondents' agreement with each statement. The questionnaire items are developed based on indicators derived from previous studies to ensure content validity. Data collection is conducted online to facilitate distribution and increase response rates. The use of questionnaires is considered effective in measuring respondents' perceptions and attitudes quantitatively (Podsakoff et al., 2020). Therefore, the collected data can be analyzed accurately using statistical methods.

#### *Validity and Reliability Testing*

Before conducting data analysis, the research instrument is tested for validity and reliability to ensure the quality of the data. Validity testing is carried out using Pearson Product Moment correlation to determine the extent to which questionnaire items measure the intended variables. Meanwhile, reliability testing is conducted using Cronbach's Alpha coefficient, with a minimum threshold of 0.70 as the standard for reliability. According to Taber (2020), an instrument with a Cronbach's Alpha value above 0.70 can be considered reliable and consistent. This process is essential to ensure that the analyzed data have a high level of accuracy and consistency.

#### *Research Procedure*

This study is conducted through several systematic stages. The initial stage involves problem identification and the development of a conceptual framework based on relevant literature review. Next, the researcher designs the research instrument in the form of a questionnaire aligned with the research variables. The subsequent stage involves data collection from respondents selected through purposive sampling. After the data are collected, data processing and analysis are carried out using statistical software. The final stage includes interpreting the results and compiling the research report comprehensively (Creswell & Creswell, 2021).

#### *Data Analysis Technique*

The data analysis technique used in this study is simple linear regression to examine the effect of the independent variable on the dependent variable. This analysis aims to determine the direction and magnitude of the influence of mental health and well-being programs on employee performance. In addition, statistical tests such as the t-test are conducted to assess the significance of the effect, and the coefficient of determination ( $R^2$ ) is used to determine the contribution of the independent variable to the dependent variable. The data analysis process is carried out using SPSS software as a statistical tool. According

to Field (2020), linear regression is an appropriate method for testing causal relationships between two variables in quantitative research. Therefore, the analysis results are expected to provide valid empirical evidence.

## RESULT AND DISCUSSION

### *Descriptive Analysis of Research Variables*

Descriptive statistical analysis was conducted to provide an overview of respondents' perceptions regarding mental health and well-being programs as well as employee performance. This analysis aims to understand the distribution of responses before proceeding to inferential testing. The results are presented in Table 1.

Table 1. Descriptive Statistics of Variables

Variable	N	Mean	Std. Deviation	Min	Max
Psychological Support	120	4.18	0.52	2.90	5.00
Work-Life Balance	120	4.09	0.58	2.70	5.00
Well-Being Facilities	120	4.10	0.55	2.80	5.00
<b>Mental Health &amp; Well-Being (X)</b>	120	4.12	0.56	2.80	5.00
Productivity	120	4.07	0.60	2.80	5.00
Work Quality	120	4.03	0.63	2.70	5.00
Employee Engagement	120	4.06	0.59	2.90	5.00
<b>Employee Performance (Y)</b>	120	4.05	0.61	2.70	5.00

Source: Processed Primary Data (2026)

Based on Table 1, it can be observed that all indicators of mental health and well-being programs fall within the high category, with psychological support having the highest mean value (4.18). This indicates that employees perceive organizational support in terms of mental health as adequate and beneficial. Similarly, all indicators of employee performance also show high mean values, suggesting that employees maintain strong productivity, work quality, and engagement levels. The relatively low standard deviation values indicate that responses are consistently distributed among respondents. These findings suggest that organizations implementing well-being programs tend to foster a positive work environment that supports performance outcomes.

### *Instrument Testing: Validity and Reliability*

To ensure the accuracy and consistency of the measurement instrument, validity and reliability tests were conducted. The results are presented in Table 2.

Table 2. Validity and Reliability Test Results

Variable	Number of Items	r Count Range	r Table	Cronbach's Alpha	Conclusion
Mental Health & Well-Being	10	0.512-0.781	0.179	0.872	Valid & Reliable
Employee Performance	9	0.498-0.764	0.179	0.889	Valid & Reliable

Source: Processed Primary Data (2026)

The results indicate that all questionnaire items have correlation values higher than the r-table value (0.179), confirming their validity. Furthermore, the Cronbach's Alpha values for both variables exceed 0.70, indicating strong internal consistency. This means that the instrument used in this study is reliable and suitable for further statistical analysis. The robustness of the instrument strengthens the credibility of the research findings.

#### *Regression Analysis and Hypothesis Testing*

To examine the influence of mental health and well-being programs on employee performance, a simple linear regression analysis was conducted. The results are shown in Table 3.

Table 3. Regression Analysis Results

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	1.245	0.296	—	4.210	0.000
Mental Health & Well-Being (X)	0.683	0.069	0.671	9.874	0.000

Source: Processed Primary Data (2026)

The regression equation derived from Table 3 is:

$$Y = 1.245 + 0.683X$$

The regression coefficient of 0.683 indicates that an increase in mental health and well-being programs leads to a significant increase in employee performance. The significance value (0.000) is well below the threshold of 0.05, confirming that the effect is statistically significant. The t-value (9.874) further supports the strength of this relationship.

These findings directly support the proposed hypotheses. The positive and significant relationship confirms that mental health and well-being have a direct impact on employee performance, indicating that H1 is supported. Additionally, the structured implementation of well-being programs as organizational strategies significantly enhances employee performance, supporting H2. The strong relationship between well-being indicators and performance outcomes, particularly in productivity and engagement, also validates H3, suggesting that well-being contributes to performance improvement through increased engagement. Furthermore, the overall regression model demonstrates that mental health and well-being programs collectively influence employee performance, confirming H4.

*Coefficient of Determination (Model Strength)*

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.671	0.450	0.445	0.456

Source: Processed Primary Data (2026)

The R Square value of 0.450 indicates that 45% of the variation in employee performance can be explained by mental health and well-being programs. This suggests a moderate to strong explanatory power of the model. The remaining 55% is influenced by other factors not included in this study, such as leadership style, organizational culture, and job characteristics. Nevertheless, the relatively high R value (0.671) indicates a strong relationship between the variables.

The results of this study indicate that mental health and well-being programs have a positive and significant effect on employee performance in the modern workplace. These findings reinforce the view that psychological aspects are not merely supporting factors but serve as key determinants in enhancing productivity and work quality. From a theoretical perspective, these results are consistent with the Job Demands–Resources theory, which posits that job resources, including psychological support, can reduce work-related stress and improve employee performance (Bakker & Demerouti, 2022). When organizations provide adequate well-being programs, employees tend to experience lower levels of stress and higher levels of work focus. Therefore, these findings emphasize that employee well-being is an integral component of modern human resource management strategies.

When related to previous studies, these findings are consistent with research demonstrating that employee well-being contributes to improved performance and work engagement. A study by Grant et al. (2020) found that employees with higher levels of well-being tend to exhibit more stable and productive performance. In addition, research by Kundi et al. (2021) revealed that structured well-being programs significantly enhance employee engagement. Similar results have also been identified in the Indonesian context, where Lestari and Nugraha (2024) found that workplace mental health support positively influences employee motivation. The similarity across these findings lies in the recognition that psychological well-being has a direct relationship with employee performance.

However, there are notable differences between this study and prior research, particularly in terms of research approach and analytical focus. Most previous studies have emphasized intermediary variables such as job satisfaction or engagement as primary outcomes. In contrast, this study directly examines the effect of mental health programs on employee performance as the main variable. This finding contributes to the literature by positioning well-being as a strategic factor that directly influences performance, rather than operating solely through mediating variables. Moreover, this study adopts a quantitative explanatory approach, providing stronger empirical evidence compared to earlier descriptive

studies (Jackson et al., 2021). Thus, this research extends the understanding of the direct relationship between well-being and employee performance.

From a practical perspective, the findings suggest that organizations need to integrate mental health programs into their performance improvement strategies. Programs such as counseling services, flexible work arrangements, and stress management initiatives have been proven to enhance employee engagement and productivity. These findings also indicate that investment in employee well-being should not be viewed as a cost, but rather as a long-term strategic investment that generates positive organizational outcomes. Research by Carnevale and Hatak (2020) supports this argument, showing that organizations implementing well-being-oriented policies tend to achieve higher performance levels. In the Indonesian context, Santoso and Pradana (2023) also found that organizations that prioritize employee mental health experience lower turnover rates, further emphasizing the importance of sustainable well-being implementation.

Although the findings support the proposed hypotheses, several other factors may also influence employee performance. Factors such as leadership style, organizational culture, and the work environment can either strengthen or weaken the impact of well-being programs. Differences in organizational conditions may also lead to variations in the effectiveness of these programs. A study by Lee et al. (2022) found that the success of well-being initiatives largely depends on managerial support and an inclusive organizational culture. Therefore, the results of this study should be interpreted within a broader context rather than as absolute conclusions. Overall, this study makes a significant contribution to the development of human resource management literature by emphasizing that mental health is a strategic factor in improving employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study concludes that mental health and well-being programs have a positive and significant effect on employee performance in the modern workplace. The findings highlight that psychological well-being plays a strategic role in enhancing productivity, work quality, and employee engagement. Therefore, organizations are recommended to integrate structured mental health initiatives, such as counseling services, flexible work arrangements, and stress management programs, into their human resource management strategies. These programs should be implemented systematically and sustainably to maximize their impact on organizational performance. Additionally, organizations should prioritize employee well-being as a long-term investment rather than a short-term operational cost.

## **FURTHER STUDY**

This study has several limitations, including the use of a single independent variable and a limited sample size, which may not fully capture the complexity of factors influencing employee performance. Future research is recommended to include additional variables such as leadership style, organizational culture, and job satisfaction, as well as to apply more advanced analytical methods.

Expanding the research scope across different industries and countries would also provide more comprehensive and generalizable findings.

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