

## WORK ENVIRONMENT AND MENTAL HEALTH OUTCOMES AMONG EMPLOYEES: A SYSTEMATIC LITERATURE REVIEW

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### Abstract

The work environment is a pivotal factor influencing employee mental health within an organization. Adverse physical and psychosocial conditions can trigger occupational stress, burnout, and anxiety, leading to a decline in overall psychological well-being. This study aims to systematically synthesize literature regarding the impact of the work environment on employees' mental health outcomes. Adopting a Systematic Literature Review (SLR) method, this research analyzed 37 articles retrieved from Google Scholar, Crossref, and reputable international databases published between 2021 and 2025. The selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines based on predefined inclusion and exclusion criteria, including topical relevance, accessibility, and language suitability. The findings reveal several key insights: (1) a healthy and supportive work environment significantly reduces stress and burnout levels; (2) positive psychosocial factors, such as social support and organizational justice, enhance psychological well-being and work engagement; (3) suboptimal physical conditions and ergonomic stressors contribute to mental health disorders; (4) post-pandemic shifts have intensified emotional exhaustion, particularly in the healthcare sector; (5) mental health serves as a critical mediator between the work environment and employee productivity; and (6) organizations implementing flexible and inclusive policies tend to achieve higher employee loyalty. Consequently, fostering a holistically healthy work environment is a strategic imperative for sustaining productivity in the modern professional era.

**Keywords:** *Work Environment, Mental Health, Employee, Systematic Literature Review*

### INTRODUCTION

In the era of globalization and increasingly complex digital transformation, organizations are required to maintain business sustainability through adaptive human resource management that prioritizes employee well-being. Changes in work patterns, intense competitive pressures, and rapid technological advancements have significantly transformed the work environment. Consequently, the work environment is no longer understood merely as the physical space where employees perform their duties, but also encompasses psychosocial aspects, organizational culture, interpersonal relationships, and managerial support that influence employees' psychological conditions (Palinggi & Agustina, 2025). In the modern organizational context, a healthy work environment has become a crucial foundation for fostering emotional stability, workplace comfort, and sustainable organizational productivity.

Mental health in the workplace has emerged as a strategic issue receiving global attention. The World Health Organization (WHO) defines mental health as a state of well-being in which individuals realize their potential, cope effectively with normal life stressors, work productively, and contribute positively to their social environment. However, the dynamics of the modern workplace have increased various psychological risks, including work-related stress, burnout, anxiety, depression, and emotional exhaustion. These challenges have intensified in the post-pandemic COVID-19 era, during which work

systems became more flexible and technology-based, creating new challenges such as work–life imbalance and technostress caused by continuous digital adaptation pressures (Wei & Li, 2022). This condition demonstrates that employees’ mental health cannot be separated from the quality of the work environment established by organizations.

Numerous empirical studies indicate that the work environment has a significant relationship with employees’ mental health. Unfavorable working conditions, such as excessive workloads, lack of social support, organizational injustice, interpersonal conflict, and poor physical workplace conditions, have been shown to increase the risk of mental health problems (Lopez & Acosta, 2024). Conversely, a supportive, safe, and participatory work environment can enhance employees’ psychological well-being, job satisfaction, and work engagement (Cedstrand et al., 2021). Research conducted by Veen et al. (2024) demonstrated that young workers are highly influenced by psychosocial working conditions in maintaining mental health stability. Similarly, Halivni et al. (2022) found that perceptions of job security and organizational support during the pandemic played a critical role in reducing psychological stress among older workers.

Conceptually, the work environment consists of physical and psychosocial dimensions. The physical work environment includes lighting, noise, ventilation, ergonomics, and workplace safety, while the psychosocial work environment encompasses interpersonal relationships, supervisory support, organizational culture, communication, organizational justice, and work flexibility (Malik et al., 2021). These two dimensions interact in shaping employees’ work experiences. According to the Job Demand–Resources (JD-R) theory, high job demands that are not balanced by adequate organizational resources may increase work stress and negatively affect employees’ mental health. In contrast, organizational support and a healthy work environment can function as psychological buffers that help individuals cope with workplace pressures more adaptively.

In addition to influencing psychological well-being, mental health also has direct implications for organizational productivity and success. Employees with good mental health tend to demonstrate higher work motivation, better adaptability, and lower levels of absenteeism and turnover (Prayoga et al., 2024). On the other hand, mental health problems may reduce work focus, increase operational errors, and worsen interpersonal relationships in the workplace. In the healthcare sector, for instance, burnout among healthcare workers resulting from high-pressure work environments has been shown to reduce service quality and increase the risk of professional errors (Wells, 2024). Therefore, attention to employees’ mental health should not only be regarded as an individual responsibility, but also as an integral part of organizational strategies to maintain performance sustainability and competitive advantage.

Although studies examining the relationship between the work environment and mental health have expanded considerably, variations in findings still exist regarding which dimensions of the work environment most strongly influence employees' mental health across different industrial sectors. Furthermore, previous studies have tended to focus on specific sectors or occupational groups, highlighting the need for a more comprehensive literature synthesis to map the multidimensional relationship between the work environment and employees' mental health outcomes. A systematic review is therefore essential to identify patterns of relationships, mediating factors, and practical implications that organizations can apply to create healthier and more sustainable work environments.

Based on this background, this study aims to conduct a Systematic Literature Review (SLR) of reputable national and international journal articles to analyze the influence of the work environment on employees' mental health outcomes. The primary focus of this study is directed toward identifying the effects of physical and psychosocial work environments on employees' mental health, including aspects such as work stress, burnout, anxiety, psychological well-being, and work engagement. Through a comprehensive understanding of these relationships, organizations are expected to develop more effective policies and intervention strategies to improve employees' psychological well-being while simultaneously supporting organizational productivity and sustainability in the modern workplace era.

## **LITERATURE REVIEW**

To support this literature-based study, the authors employed several theories related to the work environment, mental health, and the interrelationship between both variables in influencing employee well-being and productivity. These theories provide a conceptual foundation for understanding how workplace conditions may affect individuals' psychological well-being. In the context of modern organizations, the work environment is no longer limited to the physical conditions of the workplace but also includes psychosocial aspects such as interpersonal relationships, organizational support, work culture, organizational justice, and work flexibility, all of which directly contribute to employees' mental health (Palinggi & Agustina, 2025).

According to Malik et al. (2021), the physical work environment refers to all tangible conditions surrounding employees, including lighting, ventilation, noise, room temperature, workspace layout, and ergonomic aspects that may influence workers' comfort and health. Poor physical working conditions may trigger work-related stress, fatigue, and psychological disorders due to prolonged discomfort. This argument is supported by Satya and Satya (2024), who stated that a healthy and safe work environment significantly affects both employees' mental and physical health. A supportive work environment creates a sense of security, emotional comfort, and enhanced employee motivation.

In addition to physical aspects, the psychosocial work environment is also considered an important dimension affecting employees' mental health. Cedstrand et al. (2021) explained that the psychosocial work environment includes the quality of social relationships in the workplace, supervisory support, organizational communication, workload, role conflict, and perceived organizational justice. A negative psychosocial work environment may increase the risk of burnout, depression, anxiety, and emotional exhaustion. Conversely, strong social support from organizations and colleagues can function as a psychological buffer in coping with work-related pressures. This view is consistent with the findings of Veen et al. (2024), who reported that young workers' experiences of psychosocial working conditions strongly determine the stability of their mental health, particularly in dealing with workplace pressure and adaptation demands in the modern working era.

The Job Demand–Resources (JD-R) Theory proposed by Bakker and Demerouti explains that every job consists of two primary aspects: job demands and job resources. Job demands include work pressure, job targets, work conflict, and emotional burdens that may lead to stress and psychological exhaustion when not balanced with adequate resources. In contrast, job resources consist of organizational support, job autonomy, rewards, positive social relationships, and opportunities for self-development that can enhance employees' psychological well-being and work motivation. Based on this theory, employees' mental health is strongly influenced by the balance between job demands and organizational support (Halivni et al., 2022).

Another relevant theory is the Social Exchange Theory (SET), which explains that the relationship between organizations and employees is based on the principle of reciprocity. When organizations create a healthy, safe, and supportive work environment, employees tend to respond positively through greater loyalty, stronger work engagement, and higher productivity. Conversely, a highly stressful work environment with limited support may result in psychological stress and lower organizational commitment (Kandel, 2025). In this context, mental health is viewed as an outcome of social interactions and workplace experiences encountered by individuals within organizations.

According to the World Health Organization, mental health is defined as a state of well-being in which individuals are able to realize their potential, cope with daily life stressors, work productively, and contribute to their social environment. In the workplace context, mental health includes individuals' ability to manage work-related stress, maintain emotional stability, build healthy interpersonal relationships, and sustain work motivation and productivity (Oliveira et al., 2023). Therefore, mental health should not merely be understood as the absence of psychological disorders, but also as a condition of psychological well-being that supports individuals in successfully performing their professional responsibilities.

Research conducted by Wei and Li (2022) demonstrated that technological advancements and the increasing use of Artificial Intelligence (AI) in the workplace also affect employees' mental health through increased work pressure and overtime demands. This finding highlights that the modern work environment has undergone substantial transformation, requiring greater organizational attention toward employees' psychological well-being. Furthermore, Blomqvist et al. (2023) found that changes in work environments during the COVID-19 pandemic contributed to increased mental health problems due to job uncertainty, social isolation, and drastic changes in work systems.

Within organizational settings, mental health is closely associated with various organizational outcomes, including productivity, job satisfaction, work engagement, loyalty, and turnover intention. Prayoga et al. (2024) argued that mental health mediates the relationship between the work environment and employee productivity, particularly among Generation Z employees who tend to be more sensitive to psychological pressure in the workplace. A similar perspective was proposed by Nguyen (2025), who explained that a positive work environment can enhance employee engagement through improved mental health stability. Thus, mental health may be regarded as a strategic factor determining organizational success in maintaining high-quality human resources.

Based on the theoretical perspectives and previous empirical studies reviewed in this study, it can be concluded that the work environment has a highly significant influence on employees' mental health. A healthy, safe, supportive, and psychologically oriented work environment has been proven to reduce stress, burnout, and other mental health problems while simultaneously increasing job satisfaction, work engagement, and employee productivity. Therefore, organizations need to establish work systems that are not solely oriented toward achieving organizational targets but also prioritize employees' psychological well-being as a strategic asset for maintaining organizational sustainability in the modern workplace era.

## METHOD

This study employed a Systematic Literature Review (SLR) approach aimed at identifying relevant primary studies, extracting necessary data, and analyzing as well as synthesizing previous research findings to obtain a comprehensive understanding of the investigated field (Dinter et al., 2021). This approach was selected because it enables researchers to provide a systematic knowledge mapping, identify research trends, and reveal research gaps that remain underexplored (Snyder, 2019). The SLR process was conducted in accordance with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines, which ensure transparency and rigor in reporting the literature selection process (Page et al., 2021). The inclusion and exclusion criteria applied in this study are presented in Table 1.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Type of Literature	Peer-reviewed journal articles	Books, conference proceedings, papers, reports
Accessibility	Open-access full-text articles	Restricted-access articles
Publication Period	2021 - 2025	Published before 2021
Content Relevance	Studies addressing the influence of the work environment on mental health	Studies irrelevant to the research variables
Language	Indonesian and English	Languages other than Indonesian and English

*Source: Data Processed, 2026*

After establishing the inclusion and exclusion criteria, the process of data searching and selection was initiated. Data collection was conducted using the Publish or Perish 8 software with Google Scholar and ScienceDirect as the primary databases. The search keywords included “The influence of work environment on mental health,” “Work environment and mental health,” and “Impact of work environment on mental health.” The initial identification stage resulted in a total of 112 potentially relevant articles obtained from both databases.

The next stage involved screening, in which duplicate articles and studies with titles unrelated to the research focus were removed. From the initial pool, 91 articles remained, of which 7 were identified as duplicates, leaving 84 articles for the eligibility assessment stage. During the eligibility assessment, the researchers reviewed the abstracts and full texts of the articles based on the predetermined inclusion criteria. A total of 47 articles were excluded for several reasons: 7 articles were conference proceedings, 36 articles did not provide accessible full texts, 1 article had been published before 2021, and the remaining articles either did not meet the language requirements or failed to address the research questions. Ultimately, 37 articles were selected for further analysis, with 12 key articles serving as the primary focus of the discussion due to their journal reputation and depth of analysis.

## RESULTS AND DISCUSSION

In the modern workplace, characterized by technological advancements, flexible work systems, and increasing organizational pressure, mental health has become one of the key indicators in maintaining employee productivity and well-being sustainability. An unfavorable work environment may trigger various psychological problems, such as work-related stress, burnout, anxiety, and depression, which ultimately affect employees’ work quality and organizational loyalty (Lu et al., 2024). Therefore, organizations need to understand that mental health is not solely influenced by individual factors, but is also strongly shaped by the quality of the work environment established within the organization.

Numerous studies have demonstrated that both physical and psychosocial work environments have significant relationships with employees' mental health outcomes. A healthy work environment can enhance psychological well-being, job satisfaction, and work engagement, whereas poor working conditions contribute to increased psychological pressure and emotional exhaustion (Halivni et al., 2022). Furthermore, technological advancements and digital transformation have altered patterns of workplace interaction, thereby influencing the dynamics of employees' mental health across various industrial sectors.

Table 2 presents the research topics concerning the influence of the work environment on employees' mental health outcomes. The reviewed studies were derived from 12 research articles published in reputable international journals and selected through the Systematic Literature Review (SLR) process.

**Tabel 2. Articles Discussion**

No	Author	Title	Research Focus	Main Findings
1	Nguyen (2025)	Work Environment and Engagement Effects on Employee Performance: The Mediating Role of Mental Health	This study aims to analyze the influence of the work environment and employee engagement on the performance of office employees in Ho Chi Minh City by examining the mediating role of mental health.	The findings indicate that a positive work environment and high levels of employee engagement have a significant positive effect on employee performance. Furthermore, mental health was found to serve as a crucial mediating factor linking organizational factors and work efficiency.
2	Izawa et al. (2024)	Workers'experiences of Improvements in the Work Environment and Mental Health Problems: A Web-based 1-year Prospective Study of Japanes Eemployees	This study prospectively investigates the relationship between various types of work environment improvements and mental health outcomes, including psychological distress, presenteeism, and psychosocial stress among employees in Japan.	The findings reveal that as the number of workplace environment improvements increases, the risk of mental health problems decreases significantly. Improvements related to mutual support within the workplace were found to be particularly effective in reducing mental health issues among employees.
3	Lu et al. (2024)	Mental Health Disparities Between Physicians and Nurses: Analyzing the Impact of Occupational Stress and Work Environment Fitness Using Random Forest Algorithm	Mengidentifikasi determinan utama kesehatan mental (kecemasan dan depresi) pada dokter dan perawat di China, dengan fokus pada stres okupasional dan kesesuaian lingkungan kerja.	Faktor utama yang memengaruhi gangguan kesehatan mental adalah kejenuhan kerja ( <i>burnout</i> ) dan ketidaksesuaian lingkungan kerja, bukan karakteristik individu. Di mana, terdapat variasi determinan antara dokter (sinisme/kelelahan emosional) dan perawat (kelelahan emosional lebih dominan).

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4	Veen et al. (2024)	A Qualitative Study of Young Workers' Experience of the Psychosocial Work Environment and How this Affects their Mental Health	This study aims to identify the primary determinants of mental health problems, particularly anxiety and depression, among doctors and nurses in China, with a specific focus on occupational stress and work environment fit.	The findings indicate that the main factors influencing mental health disorders are burnout and work environment mismatch rather than individual characteristics. Furthermore, the determinants vary between professions, where cynicism and emotional exhaustion are more prominent among doctors, while emotional exhaustion is the dominant factor affecting nurses.
5	Prayoga et al. (2024)	The Effect of Work Environment and Quality of Work Life on The Work Productivity of Generation Z with Mental Health as a Mediating Variable	This study examines the influence of the work environment and quality of work life on the work productivity of Generation Z employees in Indonesia by incorporating mental health as a mediating variable.	The findings demonstrate that improvements in the work environment and quality of work life significantly enhance the productivity of Generation Z employees, particularly when their mental health is well maintained.
6	Ito et al. (2023)	Impact of Organizational Justice and Manager's Mental Health on Staff Nurses' Affective Commitment: A Multilevel Analysis of The Work Environment of Hospital Nurses in Japan-Part II (WENS-J-II)	This study explores the impact of organizational justice, including procedural and interactional justice, as well as managers' mental health conditions on the affective commitment of staff nurses in Japan.	The findings indicate that nurses' affective commitment is positively associated with a strong climate of organizational justice at the unit level. In contrast, managers' mental health problems have a negative effect on staff commitment.
7	Bergefurt et al. (2023)	The Influence of Distractions of the Homework Environment on Mental Health During the COVID-19 Pandemic	This study analyzes how the physical and social characteristics of the home working environment during Work from Home (WFH) arrangements influence distractions and mental health outcomes, particularly stress and fatigue.	The findings reveal that distractions caused by noise and limited desk space at home contribute significantly to increased stress levels. Furthermore, having a dedicated workspace was found to substantially reduce distractions, while personality factors, such as neuroticism, intensified the negative impact of distractions on employees' mental health.
8	Mejia & Stafström (2023)	Psychosocial Work Environment and Mental Health Among the Global Workforce of Seafarers in	This study evaluates the impact of changes in the psychosocial work environment and organizational policies on	The findings indicate that increased safety awareness and transparent communication from companies are associated with better mental health outcomes. In

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	The Wake of the COVID-19 Pandemic	mental health outcomes, including stress, anxiety, and depression among international seafarers in the post-pandemic period.	contrast, failures in crew change policies have a highly significant negative impact on seafarers' psychological well-being.
9	Wei & Li (2022) The Impact of Artificial Intelligence on the Mental Health of Manufacturing Workers: The Mediating Role of Overtime Work and the Work Environment	This study examines the influence of Artificial Intelligence (AI) adoption on the mental health of manufacturing workers by considering the mediating roles of overtime work and work environment quality.	The findings indicate that the implementation of AI in the manufacturing sector tends to reduce workers' mental health levels. This negative effect is mediated by increased overtime working hours and the decline in the quality of both physical and social work environments. Moreover, the adverse impact is more severe among senior workers, particularly those born before the 1980s.
10	Sönmez et al. (2022) Decent Work in Nursing: Relationship Between Nursing Work Environment, Job Satisfaction, and Physical and Mental Health	This study investigates the relationship between the quality of nurses' work environments, their perceptions of "decent work," job satisfaction, and their physical as well as mental health conditions.	The findings reveal that a supportive work environment positively enhances employees' perceptions of decent work, which subsequently improves job satisfaction and nurses' overall well-being. The concept of decent work functions as a key mediating factor between work environment management and individual well-being.
11	Halivni et al. (2022) Ageing Workers' Mental Health During COVID-19: A Multilevel Observational Study on The Association with the Work Environment, Perceived Workplace Safety and Individual Factors	This study analyzes the determinants of mental health among older workers during the pandemic, with a particular focus on workplace safety and organizational support.	The findings indicate that low perceptions of workplace safety and poor psychosocial work environments are strongly associated with symptoms of depression and anxiety among older employees. In addition, workplace social support was identified as a major protective factor that mitigates the impact of pandemic-related stress within this age group.
12	Cedstrand et al. (2021) A Participatory Intervention to Improve the Psychosocial Work Environment and Mental Health in Human Service	This study evaluates the effectiveness of participatory interventions designed to improve the psychosocial work environment and reduce	The findings demonstrate that participatory interventions successfully enhanced job control and social support when supported by strong management commitment. However, their

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Organisations. A Mixed Methods Evaluation Study	stress within humanitarian service organizations.	effectiveness was highly dependent on the organizational context; without proper integration into daily work routines, challenges related to excessive workloads remained difficult to address.
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*Source: Data Processed, 2026*

### **Relationship Between Work Environment and Employees' Mental Health**

Research conducted by Nguyen (2025) examined the relationship between the work environment, mental health, and employee performance within the context of modern organizations. The findings revealed that mental health functions as a mediating variable that strengthens the relationship between the work environment and employee performance. A supportive work environment was found to enhance emotional stability, work engagement, and employees' motivation in completing organizational tasks.

These findings support the Job Demand–Resources (JD-R) Theory, which explains that the balance between job demands and organizational support plays a crucial role in determining employees' psychological well-being. When organizations are able to provide a safe, communicative, and work–life balance-oriented environment, the risks of burnout and work-related stress can be minimized. Conversely, highly demanding work environments with limited social support increase the likelihood of emotional exhaustion, which subsequently reduces employee productivity.

Prayoga et al. (2024) also found that mental health serves as an important mediator in the relationship between the work environment and work productivity among Generation Z employees. Generation Z workers tend to be more sensitive to workplace pressure and the quality of social relationships in the workplace. Therefore, organizations need to create more flexible, inclusive, and psychologically supportive work environments to maintain optimal productivity among younger employees.

### **The Influence of the Psychosocial Work Environment on Mental Health**

Research by Ito et al. (2023) emphasized the importance of organizational justice and leaders' mental health in shaping a healthy psychosocial work environment. The study demonstrated that organizational justice and managerial support significantly influence affective commitment and the psychological well-being of hospital staff in Japan. A fair and supportive work environment creates a sense of psychological safety that can reduce employees' levels of stress and anxiety.

These findings indicate that employees' mental health is influenced not only by workload but also by the quality of social relationships and organizational climate. From the perspective of Social Exchange Theory (SET), when organizations treat employees fairly and provide emotional support, employees tend to respond positively through greater loyalty, stronger work engagement, and improved job performance. Conversely, organizational injustice and weak managerial support may trigger emotional conflict and increase the risk of burnout.

Cedstrand et al. (2021) further supported these findings through their evaluation of participatory interventions aimed at improving the psychosocial work environment. Their study revealed that management involvement and employees' active participation in decision-making processes significantly improved psychological well-being and reduced psychological pressure in the workplace. However, the

study also emphasized that organizational interventions lacking clear direction and relevance tend to fail in generating meaningful improvements in employees' mental health.

### **Physical Work Environment and the Risk of Mental Health Problems**

The physical work environment is considered one of the key determinants of employees' mental health. Bergefurt et al. (2023) demonstrated that the characteristics of home working environments during the Work from Home (WFH) system significantly influenced employees' mental health. Household distractions, limited workspace, noise, and the lack of boundaries between personal and professional life increased stress levels and mental fatigue during the COVID-19 pandemic.

These findings suggest that the concept of the work environment in the modern era has expanded beyond traditional office spaces to include digital and home-based working environments. Consequently, organizations need to design flexible work systems that continue to prioritize employees' psychological well-being, particularly in hybrid and remote working arrangements.

Halivni et al. (2022) found that perceptions of job security significantly influenced the mental health of older workers across 27 countries during the pandemic. Employees who felt physically and psychologically safe in their work environment tended to experience lower levels of anxiety and stress. In contrast, job insecurity and health threats increased emotional pressure and psychological distress among vulnerable groups of workers.

### **Digital Transformation and Mental Health Challenges**

Technological advancements and the implementation of Artificial Intelligence (AI) in the workplace have also affected employees' mental health. Research conducted by Wei and Li (2022) showed that AI integration within the manufacturing sector increased overtime work and psychological pressure due to heightened technological adaptation demands. The study further revealed that the work environment served as an important mediating factor in the relationship between AI utilization and employees' mental health outcomes.

These findings demonstrate that digital transformation has dual implications for the work environment. On one hand, technology enhances organizational efficiency and productivity; on the other hand, it increases technostress, work-related anxiety, and psychological pressure resulting from rapid changes in work systems. Therefore, organizations need to provide training support, technological adaptation assistance, and more human-centered workplace policies to help employees adjust without experiencing mental health problems.

### **Mental Health Disparities Across Professions and Work Environments**

Lu et al. (2024) employed a Random Forest Algorithm approach to analyze mental health disparities between doctors and nurses based on occupational stress and work environment fitness. The findings revealed that work environment suitability was a more influential factor in determining healthcare workers' mental health than individual characteristics alone.

This finding indicates that the work environment exerts a structural influence on employees' psychological conditions. Professions characterized by high work pressure and emotional demands, such as healthcare workers, require stronger organizational support to maintain employees' mental stability. A healthy work environment has been shown to reduce emotional exhaustion, improve job satisfaction, and strengthen healthcare workers' psychological resilience.

Similarly, Mejia and Stafström (2023), in their study of global seafarers, found that isolated work environments with limited social interaction increased the risks of depression, anxiety, and psychological

stress during the COVID-19 pandemic. Communication barriers, work pressure, and limited social support were identified as major factors influencing mental health outcomes among maritime workers.

### **Decent Work Environment and Mental Health**

Sönmez et al. (2022) developed the concept of decent work to explain the relationship between the work environment, job satisfaction, and mental health. Their findings indicated that a decent, safe, and humane work environment positively affects employees' psychological well-being. Employees working in environments that provide recognition, job security, and social support tend to experience higher levels of job satisfaction and better mental health.

The concept of decent work highlights that mental health constitutes an integral part of workers' rights within modern organizations. Organizations that prioritize employees' psychological well-being are not only able to improve productivity but also foster organizational sustainability through enhanced employee loyalty and retention. Therefore, a healthy work environment should be regarded as a strategic investment in human resource management in the era of globalization and digital transformation.

### **CONCLUSION**

This study aimed to systematically analyze the relationship between the work environment and employees' mental health outcomes through a Systematic Literature Review (SLR) approach. Based on the review of various reputable international journal articles, strong empirical evidence was found indicating that the work environment has a significant influence on employees' mental health. A healthy, safe, supportive, and psychologically oriented work environment has been proven to enhance psychological well-being, work engagement, job satisfaction, and employee productivity. Conversely, work environments characterized by excessive pressure, lack of social support, organizational injustice, and poor ergonomic conditions increase the risks of work-related stress, burnout, anxiety, depression, and emotional exhaustion.

The findings of this study also revealed that mental health serves as a mediating variable in the relationship between the work environment and various organizational outcomes, such as employee performance, loyalty, productivity, and turnover intention. These findings demonstrate that mental health is not merely an individual issue, but also an essential component of organizational strategies aimed at maintaining the sustainability of human resources. In the context of modern organizations, the quality of both physical and psychosocial work environments has become a key factor in determining employees' emotional stability and their ability to adapt to increasingly complex workplace dynamics.

Furthermore, technological advancements, digital transformation, and changes in post-pandemic work systems have broadened the dimensions of the work environment. Today, the work environment is no longer confined to traditional office settings but also includes hybrid working systems, remote working arrangements, and the use of Artificial Intelligence (AI)-based technologies that influence employees' psychological conditions. Therefore, organizations need to develop more flexible, human-centered, and

adaptive workplace policies to ensure that employees' mental health is maintained amid the evolving modern work environment.

This study emphasizes that organizations need to establish a conducive work environment through strong organizational support, effective communication, organizational justice, work flexibility, and psychological well-being programs such as Employee Assistance Programs (EAPs), counseling services, resilience training, and fair work–life balance policies. These measures are essential for creating a healthy workplace environment while simultaneously maintaining employee productivity and loyalty in the long term.

This study also recommends further in-depth research regarding the influence of the work environment on mental health across various industrial sectors, generational workforce groups, and different organizational cultural contexts. In addition, future studies are expected to explore the long-term effectiveness of organizational interventions aimed at improving employees' mental health in the era of digital transformation and the continuously evolving world of work.

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