



## **SYSTEMATIC LITERATURE REVIEW ON EMPLOYEE WELL-BEING IN IMPROVING EMPLOYEE PERFORMANCE**

**Prisca Stefani Bako<sup>1</sup>, Wilmanda Ekalia Fina<sup>2</sup>, Febrianti Uly<sup>3</sup>,  
Maria Goreti Ance Bulu<sup>4</sup>**

[priscabako05@gmail.com](mailto:priscabako05@gmail.com)<sup>1</sup>, [wilmandafina@gmail.com](mailto:wilmandafina@gmail.com)<sup>2</sup>, [ullyfebri05@gmail.com](mailto:ullyfebri05@gmail.com)<sup>3</sup>,  
[mariagoretiancebulu17@gmail.com](mailto:mariagoretiancebulu17@gmail.com)<sup>4</sup>

**Universitas Nusa Cendana**

### **ABSTRACT**

*This study aims to: (1) analyze the development and trends of research related to employee well-being in improving employee performance from 2015 to 2025; and (2) identify the main themes, influential authors, leading countries, and collaborative networks that shape the research field. This study used the Systematic Literature Review (SLR) method by collecting and analyzing scientific articles indexed in Scopus and Google Scholar databases. Data analysis was conducted descriptively and thematically to identify research trends and relationships among concepts. The results show that research on employee well-being has experienced significant growth over the last decade, particularly in relation to employee productivity, job satisfaction, work engagement, and organizational performance. The findings also reveal that employee well-being is closely associated with psychological health, work-life balance, organizational support, and employee motivation. In addition, collaborative research between countries and institutions continues to increase, indicating global attention to the importance of employee well-being in organizational sustainability. This study provides a strong foundation for organizations, researchers, and policymakers to understand the strategic role of employee well-being in improving employee performance and organizational effectiveness.*

**Keywords:** *Employee Well-Being, Employee Performance, Job Satisfaction, Work Engagement, Systematic Literature Review.*

### **INTRODUCTION**

Employee well-being has become one of the most important issues in modern organizational management. In today's competitive business environment, organizations are increasingly aware that employees are valuable assets who contribute significantly to organizational success. Employee well-being refers to employees' physical, psychological, emotional, and social conditions that affect their quality of life and work productivity. Organizations that pay attention to employee well-being tend to have employees who are more motivated, productive, loyal, and engaged in their work.

The rapid development of technology, globalization, and changes in work patterns have increased workplace pressures and challenges. Employees often experience stress, workload imbalance, burnout, and work-life conflicts that negatively affect their performance. Therefore, organizations need to create supportive work environments that promote employee well-being to maintain high levels of employee performance.

Previous studies have demonstrated that employee well-being has a positive influence on employee performance. Employees with high levels of well-being generally show better work engagement, creativity, commitment, and productivity. Conversely, poor well-being

can reduce employee motivation, increase absenteeism, and decrease organizational effectiveness. In recent years, research on employee well-being has grown rapidly across various disciplines such as management, psychology, human resource management, and organizational behavior. Topics such as work-life balance, psychological well-being, employee engagement, workplace stress, organizational support, and job satisfaction have become central themes in academic discussions.

Given the increasing number of studies in this field, a Systematic Literature Review (SLR) is necessary to provide a comprehensive understanding of the development, trends, and key findings related to employee well-being in improving employee performance. This study aims to systematically review previous literature and identify major themes, research gaps, and future directions.

The objectives of this study are:

1. To analyze the development of research on employee well-being and employee performance from 2015–2025.
2. To identify dominant themes related to employee well-being.
3. To examine the relationship between employee well-being and employee performance.
4. To identify research gaps and provide recommendations for future studies.

## **MATERIALS AND METHODS**

This study employed the Systematic Literature Review (SLR) method to analyze research related to employee well-being and employee performance. The SLR method allows researchers to systematically identify, evaluate, and synthesize previous studies in a structured and transparent manner.

### **Search Strategy and Data Sources**

The literature search was conducted using Scopus, Google Scholar, and ScienceDirect databases. Keywords used in the search process included: “employee well-being” “employee performance” “job satisfaction” “work engagement” “organizational support” “work-life balance” “employee productivity”

The search process focused on articles published between 2015 and 2025. Only English-language journal articles were included to ensure consistency and quality.

## **RESULTS AND DISCUSSION**

### **Overview of Scientific Production**

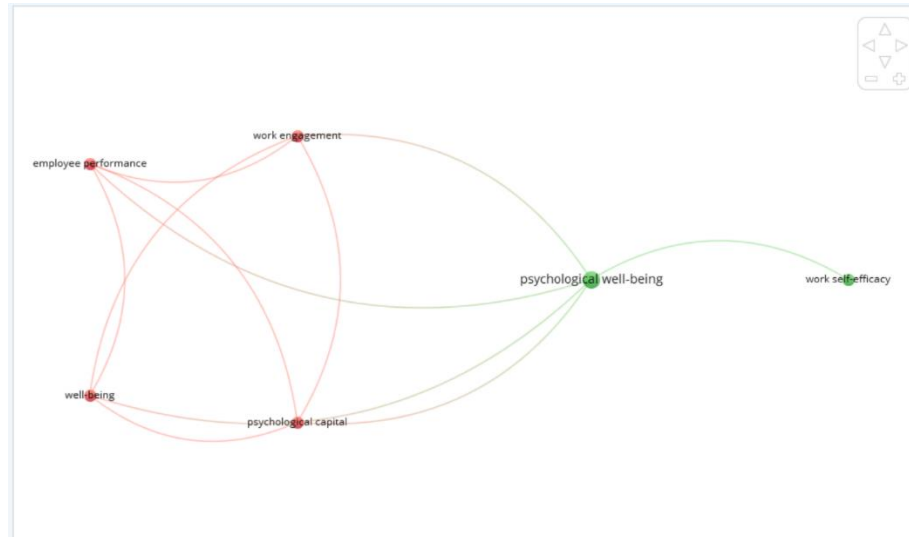
The results indicate that studies related to employee well-being and employee performance have increased significantly over the last decade. The growing number of publications reflects increasing organizational awareness regarding the importance of employee well-being in achieving organizational success.

Research trends show that topics such as work engagement, job satisfaction, organizational support, and mental health dominate the literature. The COVID-19 pandemic also contributed to increased research attention on employee mental well-being, remote working conditions, and work-life balance.

### **Employee Well-Being and Employee Performance**

Most studies consistently demonstrate a positive relationship between employee well-being and employee performance. Employees with higher well-being tend to:

- Show greater work engagement.
- Have higher motivation and productivity.
- Experience lower levels of stress and burnout.
- Demonstrate better teamwork and creativity.
- Exhibit stronger organizational commitment.



Employee well-being contributes directly and indirectly to organizational effectiveness. Employees who feel supported and valued by their organizations are more likely to perform effectively and remain loyal to the organization.

### **Dominant Research Themes**

The thematic analysis identified several dominant themes:

#### **1. Psychological Well-Being**

Psychological well-being is one of the most widely discussed themes. Studies emphasize the importance of emotional stability, mental health, and positive workplace relationships in improving employee performance.

#### **2. Work-Life Balance**

Work-life balance is strongly associated with employee satisfaction and productivity. Flexible work arrangements and supportive organizational cultures help employees maintain balance between work and personal life.

#### **3. Organizational Support**

Perceived organizational support significantly influences employee well-being. Organizations that provide recognition, fair treatment, and supportive leadership contribute positively to employee performance.

#### **4. Job Satisfaction and Engagement**

Employee well-being is closely related to job satisfaction and employee engagement. Satisfied employees tend to be more committed, productive, and willing to contribute to organizational goals.

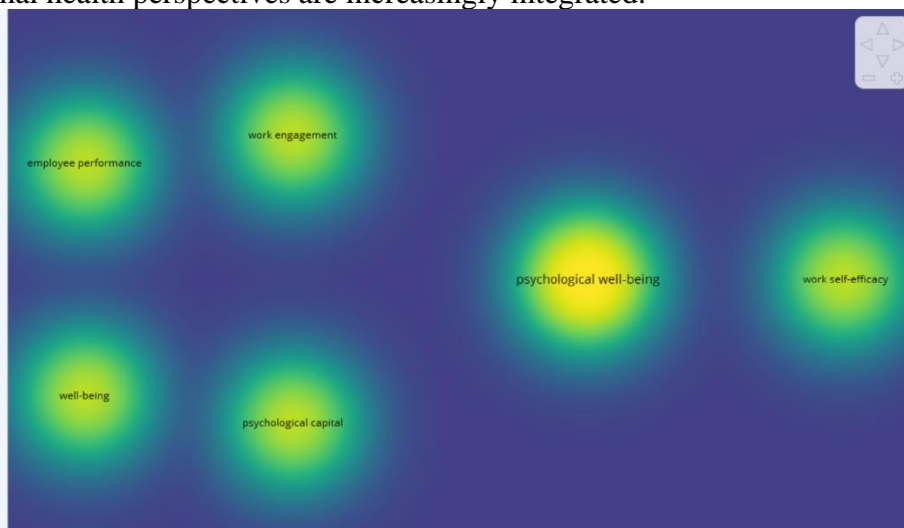
#### **5. Workplace Stress and Burnout**

Several studies highlight the negative impact of workplace stress and burnout on employee well-being and performance. Excessive workloads, poor communication, and lack of support can reduce employee productivity.



### Research Trends

Research trends indicate increasing interdisciplinary approaches in studying employee well-being. Human resource management, psychology, organizational behavior, and occupational health perspectives are increasingly integrated.



Digital transformation and remote work systems have also become emerging topics, especially after the COVID-19 pandemic. Researchers are now focusing on digital well-being, flexible work arrangements, and employee resilience.

### Research Gaps

Despite the increasing number of studies, several research gaps remain:

1. Limited studies in developing countries.
2. Lack of longitudinal studies examining long-term impacts.
3. Limited research on digital well-being and hybrid working systems.
4. Insufficient studies exploring cultural influences on employee well-being.
5. Limited integration of technological and psychological approaches.

Future studies should focus on these areas to provide more comprehensive insights into employee well-being.

### POLICY IMPLICATIONS

The findings of this study have important implications for organizations and policymakers. Organizations should prioritize employee well-being through supportive policies such as:

- Flexible working arrangements.
- Mental health support programs.
- Employee recognition and reward systems.
- Training and career development opportunities.
- Healthy and inclusive workplace environments.

Organizations that invest in employee well-being are more likely to achieve sustainable organizational performance and competitive advantage.

## CONCLUSIONS

This Systematic Literature Review provides a comprehensive overview of research related to employee well-being in improving employee performance from 2015–2025. The findings indicate that employee well-being plays a critical role in enhancing productivity, job satisfaction, employee engagement, and organizational effectiveness.

Research trends reveal increasing attention to psychological well-being, work-life balance, organizational support, and employee mental health. The study also highlights the importance of creating supportive work environments to maintain employee motivation and performance.

This study contributes to the literature by synthesizing existing findings and identifying future research opportunities. The results can help organizations and policymakers develop effective strategies to improve employee well-being and organizational sustainability.

## LIMITATIONS

This study has several limitations. First, the review focused only on articles published in English, which may exclude relevant studies from other languages. Second, the study relied mainly on Scopus, Google Scholar, and ScienceDirect databases. Third, the review focused only on journal articles and excluded conference papers and books.

Future studies may include additional databases and broader publication types to provide a more comprehensive understanding of employee well-being research.

## REFERENCES

- Ashfan, M. A., Afrianty, T. W., & Utami, H. N. (2026). Research trends, theoretical foundations and key determinants of employee well-being: A systematic and bibliometric review (2005–2025). *Cogent Business & Management*, 13(1). <https://doi.org/10.1080/23311975.2025.2612411>
- Azhar, W. I., Niska, F., & Nadia, D. (2025). Work Self-Efficacy in Strengthening Employee Psychological Well-Being: Systematic Review and Future Direction. 5(6), 1870–1879.
- Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: A systematic literature review and directions for future research. *Future Business Journal*, 10(1), 1–18. <https://doi.org/10.1186/s43093-024-00382-w>
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384.
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34–43.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2003). Well-being in the workplace and its relationship to business outcomes. In *Flourishing: Positive psychology and the life well-lived*.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407.
- Manajemen, P. S., Ekonomi, F., & Bangsa, U. P. (2025). Pengaruh Psychological Well-Being

- terhadap Kinerja Karyawan: Systematic Literature Review.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166.
- Warr, P. (2007). *Work, happiness, and unhappiness*. Lawrence Erlbaum Associates.