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EMPLOYEE WELL-BEING AND MENTAL HEALTH IN THE WORKPLACE: PERSPECTIVES FROM ORGANIZATIONAL THEORY

Fifi Yuli Fitria¹, Muhammad Reza Andhika², Wilhelmus Hary Susilo^{3*}, and Rahayu Endang⁴

MAGISTER MANAGEMENT Program, FEB University of Persada Indonesia Y.A.I
ORCID:000-0002-6758-1159, SCOPUS ID: 56539508300, WOS ID: HNC-4125-2023

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ABSTRACT

The phenomenon of Human Resource Management (HRM) in the workplace encompasses effective strategies to mitigate mental health risks, safeguard and enhance mental well-being, and provide support for employees experiencing mental health challenges. Employee performance is crucial for gaining a competitive edge in today's business environment. Adverse working conditions, such as discrimination and inequality, overwhelming workloads, limited job autonomy, and job instability, can significantly jeopardize mental health. Consequently, the formulation and implementation of HRM policies and planning are essential responsibilities for HR managers. This study aims to investigate the development model of HRM through a framework based on a literature review. The methodology utilized involves a literature review, augmented by NVivo software for analysis. The findings of the research propose a sustainable HRM model for future studies, highlighting the importance of high competitiveness in the realm of employee performance. Nonetheless, the study recognizes certain limitations associated with the inductive and deductive findings, which are influenced by a restricted database.

KEYWORDS: - Employee mental health, working condition, HR policy.

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1.0 INTRODUCTION

The opportunity to secure employment amidst intense competition and an increasingly robust talent pool is intrinsically connected to the generation of job prospects. In Indonesia, this situation has progressed from a simple trend to a substantial and impactful sector. Quality employment contributes positively to mental well-being. Conversely, unfavorable work environments

characterized by discrimination, inequality, excessive workloads, limited job autonomy, and job insecurity could jeopardize mental health. In 2019, it was estimated that 15% of adults of working age experienced a mental disorder.

On a global scale, approximately 12 billion working days are forfeited annually due to depression and anxiety, resulting in a staggering cost of \$1 trillion each year in lost productivity. Within the realm of Human Resource Management, there are effective strategies to mitigate mental health risks in the workplace, safeguard and enhance mental well-being, and provide support for employees facing mental health challenges (WHO, <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>, 2025).

Safe and healthy work environments are not only a basic right but also play a crucial role in reducing workplace tension and conflicts, while enhancing employee retention, performance, and productivity. In contrast, the absence of effective support systems, particularly for individuals with mental health challenges, can hinder their job satisfaction and performance. This deficiency may lead to increased absenteeism and can even prevent individuals from securing employment altogether. Psychosocial risks to mental health in the workplace can stem from various factors, including job responsibilities, work schedules, workplace characteristics, and opportunities for professional growth. To foster better mental health in the workplace, government entities, employers, labor organizations, and other stakeholders must take proactive measures to: prevent work-related mental health issues by addressing psychosocial risks; safeguard and promote mental well-being; assist employees with mental health conditions in engaging and succeeding in their roles; and cultivate a supportive environment conducive to positive change (WHO, <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>, 2025).

The demand for and investment in mental health initiatives within the workplace are on the rise, indicating that they are likely to play an increasingly significant role in organizational settings and particularly those with expertise a unique opportunity to enhance the effectiveness of these initiatives in terms of awareness, acceptance, utilization, and outcomes. While challenges such as stigma and mental health illiteracy are expected to persist, hindering both workplaces and employees in considering these mental health resources, organizational scholars can contribute to addressing the growing interest and financial commitment to these offerings by aiding consumers in better understanding their value (Thomas et al., 2024).

This inquiry seeks to address the research question regarding the exploration of mental health risks, often referred to as psychosocial risks, in the workplace. These risks may be associated with various factors, including job content, work schedules, specific workplace characteristics, and opportunities for career advancement. The objective of this study is to investigate the development of a Human Resource Management (HRM) model through a comprehensive literature review. Additionally, it aims to examine how these psychosocial risks are linked to job content, work schedules, workplace characteristics, and career development opportunities within multinational corporations operating globally.

2.0 LITERATURE REVIEW

Goal setting theory is fundamentally based on the inherent human understanding that behavior is purposeful. This behavior is shaped by the personal objectives of individuals. Living organisms, including plants, demonstrate a sense of direction and purpose, suggesting that the principles that govern human behavior in terms of direction and goals extend beyond simple conscious actions. Goals encompass both internal and external dimensions for individuals. Internally, they signify targets for desired achievements; externally, they direct employees towards specific outcomes or Conditions, such as performance metrics, sales targets, or promotional opportunities. When employees are presented with specific and challenging goals, the attainment of these goals offers a clear and objective framework for assessing their performance effectiveness. Goals impact performance levels by influencing the direction of actions, the intensity of effort applied, and the persistence of those actions over time (Gibran et al., 2021; Nurhayati & Susilo, n.d.; van der Hoek et al., 2018).

Social exchange theories examine the dynamics between two parties as they seek to optimize their advantages through the exchange of resources and workplace context, employees provide their labor and commitment in return for material and socioemotional benefits offered by the organization. According to these theories, employees are driven to reciprocate the quality of the rewards they receive. Outstanding rewards and favorable conditions inspire exceptional contributions from employees, whereas inadequate rewards lead to subpar employee performance. The exchange theories outlined earlier offer significant insights into the motivations behind employers' provision of mental health (MH) benefits, particularly those that exceed legal obligations, as well as the ways in which these benefits affect employee behavior. In contrast to various other forms of workplace support, mental health offerings often evoke more uncertainty and reluctance among employees. A key factor contributing to the underutilization of free employee assistance programs—benefits designed specifically for mental health support—is the concern regarding the confidentiality and potential professional repercussions associated with seeking such assistance (Thomas et al., 2024).

3.0 METHODS

This research study explores the underlying principles and potential of a novel human resource management (HRM) model aimed at enhancing workplace conditions, utilizing a qualitative methodology. The framework of the investigation incorporates a literature review structured according to the PRISMA model, with NVivo software employed for data analysis. The articles chosen for this academic inquiry concentrate on optimal working conditions in multinational corporations, specifically within the realm of human resources, which are linked to enhanced performance for both the organization and its employees (Maher et al., 2018; Spencer, 2007).

The investigation's framework base on selected articles for this scholarly examination focus on optimal working conditions within multinational corporations, particularly in the area of human resources, which are associated with improved performance for both the organization and its workforce. Factors contributing to the reduction of mental health risks in the workplace may encompass: underutilization of skills or a mismatch in skill levels; excessive workloads or rapid work pace; insufficient staffing; long, irregular, or inflexible hours; lack of autonomy in job design

or workload management; unsafe or substandard physical working environments; an organizational culture that fosters negative behaviors; inadequate support from colleagues or authoritarian management; instances of violence, harassment, or bullying; discrimination and exclusion; ambiguous job roles; inappropriate promotion practices; job insecurity, insufficient compensation, or inadequate investment in career advancement; and conflicting demands between home and work (Harkko et al., 2023).

4.0 RESULT AND DISCUSSION

This research study delves into the foundational concepts and prospective uses of a novel model pertaining to the framework of this investigation is grounded in a selection of articles that examine optimal working conditions within multinational corporations, with a particular emphasis on human resources. These conditions are linked to enhanced performance for both the organization and its employees. Various factors that may contribute to a decrease in mental health risks in the workplace include: underutilization of skills or a mismatch between skill levels; excessive workloads or a fast-paced work environment; inadequate staffing; long, irregular, or inflexible working hours; limited autonomy in job design or workload management; unsafe or substandard physical work conditions; an organizational culture that promotes negative behaviors; insufficient support from colleagues or authoritarian management styles; occurrences of violence, harassment, or bullying; discrimination and exclusion; unclear job roles; inappropriate promotion practices; job insecurity, inadequate compensation, or insufficient investment in career development; and conflicting demands between personal and professional responsibilities (Spencer, 2007).

The **text search query** could be more insight to potential model finding within the many topics that the main potential topics should be the model develop employee with well mental work at work improvement as below (Bella et al., 2024; Chugh & Jain, 2024; Goyal, 2017; Jiang et al., 2016; Zhu et al., 2019):

<Files\\ashfaq-et-al-2025-fueling-work-engagement-through-sustainable-leadership-examining-sequential-mediation-of-perceived> - § 72
References coded [0,68% Coverage]

Reference 1 - 0,01% Coverage

of perceived organizational support and **mental health**
Fouzia Ashfaqa,*, Ghulam Abidb, Sehrish

Reference 2 - 0,01% Coverage

of perceived organizational support and **mental health**. These factors generate unique pathways

Reference 3 - 0,01% Coverage

of perceived organizational support and **mental health**. METHODS: Data collection was performed

Reference 4 - 0,01% Coverage

support and a health worker's **mental health** play a vital role in

Reference 5 - 0,01% Coverage

Sustainable leadership, perceived organizational support, **mental health**, work engagement, sequential mediation *Corresponding

Reference 6 - 0,01% Coverage

work environment catering to employees' **mental health** and wellbeing to promote positive

Reference 7 - 0,01% Coverage

possess valuable personal resources of **mental health**, their capability to get engaged

Reference 8 - 0,01% Coverage

sustainable leadership translates into the **mental health** of employees that fuels engagement

Reference 9 - 0,01% Coverage

few studies have evaluated the **mental health** effects on productivity gains [22

Reference 10 - 0,01% Coverage

to maintain their psychological and **mental health** to do their jobs properly

Reference 11 - 0,01% Coverage

and examines factors related to **mental health** that generate unique pathways yet

Reference 12 - 0,01% Coverage

POS.

2.2. POS and **mental health** The progression of employees' perceptions

Reference 13 - 0,01% Coverage

impact an employee's physical and **mental health** [38]. The capacity of an

Reference 14 - 0,01% Coverage

of organizational support enhance employees' **mental health** by reducing stress. The perception

Reference 15 - 0,01% Coverage

has a positive relationship with **mental health**.

2.3. Mental health and

Reference 16 - 0,01% Coverage

with mental health.

2.3. **Mental health** and work engagement The literature

Reference 17 - 0,01% Coverage

association between work engagement and **mental health**. Research conducted by Hakanen et

Reference 18 - 0,01% Coverage

engagement. The current study considers **mental health's** association with engagement to address

Reference 19 - 0,01% Coverage

engagement mutually foster gain spirals. **Mental health** is a resource that employees

Reference 20 - 0,01% Coverage

their well-being [47] and **mental health**, they respond to it with

Reference 21 - 0,01% Coverage

3: Positive relationship exists between **mental health** and work engagement.

2.4

Reference 22 - 0,01% Coverage

mediator between sustainable leadership and **mental health**

The framework of organizational support

Reference 23 - 0,01% Coverage

that it will enhance their **mental health** when employees perceive their supervisors

Reference 24 - 0,01% Coverage

relationship between Sustainable Leadership and **mental health**.

2.5. Mental health as

Reference 25 - 0,01% Coverage

and mental health.

2.5. **Mental health** as a mediator between POS

Reference 26 - 0,01% Coverage

cause an ascending spiral to **mental health** over time. Empirical research reveals

Reference 29 - 0,01% Coverage

a vital part in employees' **mental health**, enabling them to engage at

The proposed HRM model, which focuses on employees, aims to enhance mental well-being in the workplace and improve overall employee performance, as illustrated in Figure 1 below. (Chen et al., 2021; Goldman et al., 2021; Guo et al., 2024; Yang et al., 2022):

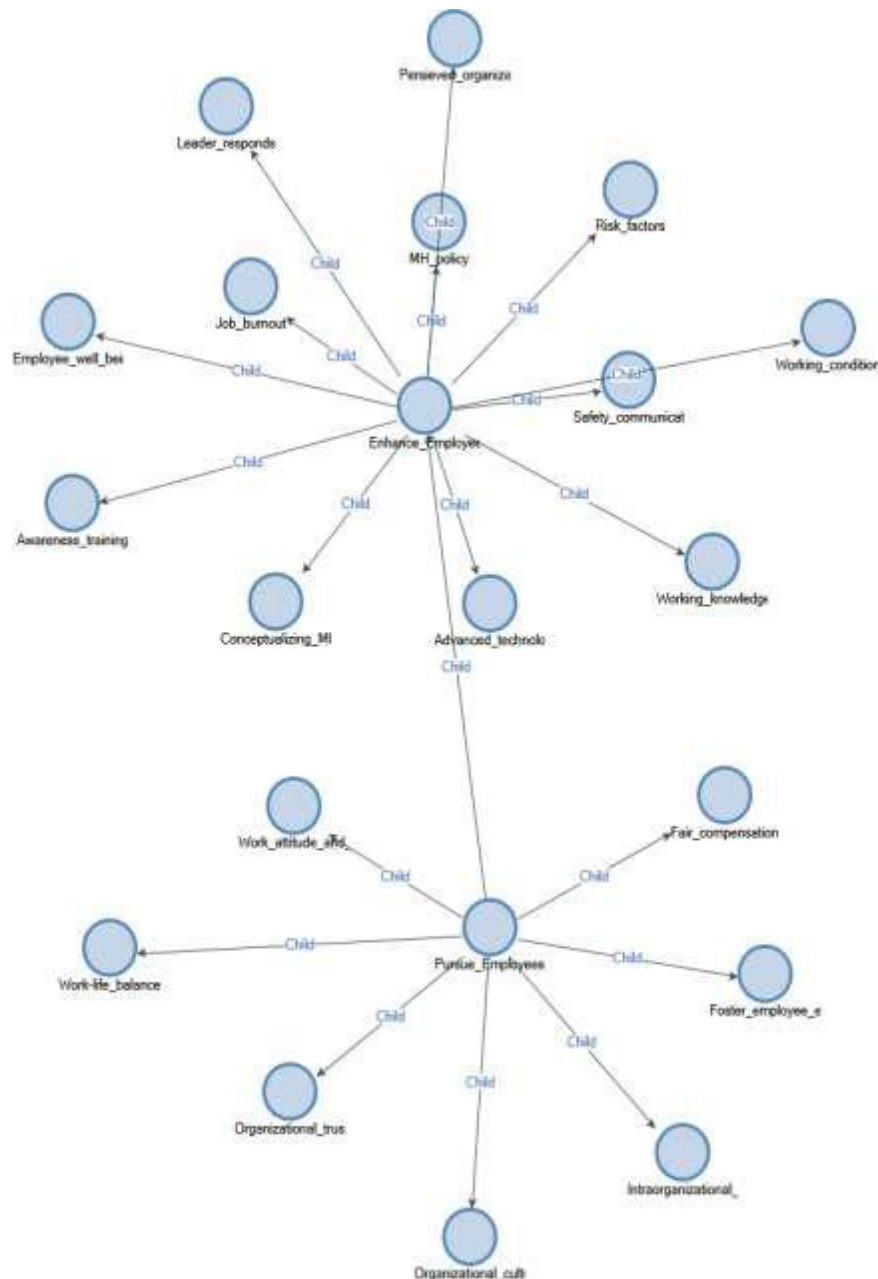


Figure 1. the potential enhances employee mental health at work

The findings regarding premises in the exploration of themes and sub-themes related to potential risks associated with mental health in the workplace can be linked to several factors. These include a disparity between required skills and actual competencies, excessive workloads or a fast-paced work environment, insufficient staffing, irregular or inflexible working hours, restricted autonomy in managing job responsibilities or workloads, and unsafe or inadequate physical working conditions. Additionally, the organizational culture plays a significant role. These findings can be compared with the potential themes and premises identified in the literature review, as illustrated in Table 1 below.

Table 1. The results of the investigation into themes and sub-themes concerning the potential risks linked to mental health in the workplace have been identified

No.	Theme	Sub-theme	The findings of the premises resulting from the exploration
1	The potential risk mental health at work		The role of corporate policy in addressing the potential risks to mental health in the workplace is crucial, as it encompasses the various hazards that may arise from mental health challenges within professional environments. Understanding the possible threats linked to mental well-being at work is essential for mitigating the risks that mental health issues can present in occupational settings.
		Advanced_technology_in_workplace	The integration of cutting-edge technology in the workplace has transformed the way organizations operate, enhancing efficiency and productivity. By leveraging innovative tools and systems, businesses can streamline processes, improve communication, and foster collaboration among employees. This technological advancement not only facilitates remote work but also enables data-driven decision-making, ultimately leading to a more agile and competitive work environment. As companies continue to adopt these advancements, the potential for growth and development within the workforce expands significantly.
		Awareness_training	Awareness training refers to educational programs designed to enhance individuals' understanding and recognition of specific issues, behaviors, or environments. This type of training aims to cultivate a heightened sense of awareness, enabling participants to identify and respond effectively to various situations or challenges they may encounter. By fostering critical thinking and observational skills, awareness training plays a crucial role in personal and professional development.
		Conceptualizing_MH	The process of conceptualizing mental health involves understanding and defining the various dimensions and factors that contribute to an individual's psychological well-being. This includes exploring the interplay between emotional, social, and environmental influences, as well as recognizing the importance of mental health in overall health and quality of life. By examining these elements, we can develop a more comprehensive framework for

			addressing mental health issues and promoting effective interventions.
		Employee_well_being	Employee well-being refers to the overall health and happiness of individuals within the workplace. It encompasses various aspects, including physical health, mental wellness, job satisfaction, and work life balance. Organizations that prioritize employee well-being often see enhanced productivity, reduced absenteeism, and improved morale among their workforce. By fostering a supportive environment and implementing programs that promote health and wellness, companies can create a more engaged and motivated team, ultimately leading to better organizational outcomes.
		Job_burnout	Job burnout refers to a state of physical, emotional, and mental exhaustion that result from prolonged and excessive stress in the workplace. It often manifests as a feeling of being overwhelmed, detached, and lacking motivation, which can significantly impact an individual's performance and overall well-being. Addressing job burnout is crucial for maintaining a healthy work-life balance and ensuring long-term productivity and job satisfaction.
		Leader_responds	The role of a manager within a company is closely linked to employees who require guidance in their work. In this context, the leader offers a response to address their needs.
		MH_policy	The term "MH_policy" refers to a specific set of guidelines or regulations pertaining to mental health. These policies are designed to address various aspects of mental health care, including prevention, treatment, and support for individuals experiencing mental health issues. They aim to promote awareness, reduce stigma, and ensure that individuals have access to necessary resources and services. By establishing clear frameworks, MH policies play a crucial role in enhancing the overall well-being of communities and fostering a supportive environment for those affected by mental health challenges.
		Persieved_organizational_Support	Managers should assist all employees when they encounter challenges in the workplace. Perceived organizational support plays a vital role in enhancing employee performance, as it is a key

			element that can greatly affect how well employees perform their duties.
		Risk_factors	Risk factors refer to various elements or conditions that increase the likelihood of a negative outcome or event occurring. These factors can be associated with health, safety, financial stability, or other areas of concern, and understanding them is crucial for effective risk management and mitigation strategies. Identifying and analyzing risk factors allows individuals and organizations to take proactive measures to minimize potential adverse effects.
		Safety_communicator_wo Rkplace	Effective communication regarding safety in the workplace is essential for fostering a secure environment. It involves the dissemination of information related to safety protocols, potential hazards, and emergency procedures to all employees. By ensuring that everyone is well-informed and engaged in safety practices, organizations can significantly reduce the risk of accidents and enhance overall workplace safety culture. Regular training sessions, clear signage, and open channels for reporting safety concerns are vital components of a successful safety communication strategy.
		Working_condition	In the context of workplace safety communication, it is essential to address the various aspects of working conditions. Ensuring a safe and healthy environment for employees involves not only the physical aspects of the workplace but also the effective dissemination of safety information and protocols. This communication plays a crucial role in fostering a culture of safety, where employees are informed, engaged, and empowered to contribute to their own well-being and that of their colleagues.
		Working_knowledge	Working knowledge refers to a practical understanding of a subject or skill that enables an individual to perform tasks effectively. It encompasses the ability to apply theoretical concepts in real-world situations, demonstrating competence and familiarity with the relevant processes and practices. This level of knowledge is often acquired through experience and practice, allowing individuals to navigate challenges and make informed decisions within their field.

2.	Pursue_Employees_Performance		Enhancing employee performance is crucial for making informed decisions that align with corporate objectives and achieving a competitive edge in the marketplace.
		Fair_compensation	Fair compensation refers to the equitable remuneration provided to individuals for their work or services, ensuring that the payment reflects the value of their contributions and aligns with industry Standards. It encompasses not only monetary rewards but also benefits and other forms of recognition that acknowledge the efforts and skills of the workforce. The concept emphasizes the importance of justice and transparency in compensation practices, aiming to foster a motivated and satisfied workforce.
		Foster_employee_engage Ment	Fostering employee engagement is essential for promoting involvement and commitment among staff, which can significantly enhance the overall work performance that the organization requires to achieve substantial benefits.
		Intraorganizational_comm Unication	Intra-organizational communication refers to the exchange of information and messages that occurs within an organization. This type of communication is essential for fostering collaboration, enhancing productivity, and ensuring that all members of the organization are aligned with its goals and objectives. Effective intra-organizational communication can take various forms, including formal meetings, informal discussions, emails, and internal messaging systems, all of which contribute to a cohesive work environment.
		Organizational_culture	Organizational culture refers to the shared values, beliefs, and practices that shape the social and psychological environment of a business. It encompasses the norms and behaviors that influence how employees interact with one another and with stakeholders outside the organization. This culture plays a crucial role in determining the overall effectiveness and success of the organization, as it affects employee morale, productivity, and retention. Understanding and actively managing organizational culture can lead to improved performance and a more cohesive work environment.
		Organizational_trust	Organizational trust refers to the confidence that

			employees and stakeholders have in the integrity, reliability, and competence of an organization. It encompasses the belief that the organization will act in the best interests of its members and uphold ethical standards. This trust is crucial for fostering a positive work environment, enhancing collaboration, and promoting overall organizational effectiveness. When trust is established, it can lead to increased employee engagement, loyalty, and a stronger commitment to the organization's goals.
		Work_attitude_and_turnover_intentions	The connection between work attitude and the intention to leave an organization significantly influences job performance within companies and plays a crucial role in achieving competitive advantage.
		Work-life_balance	Achieving a harmonious balance between professional responsibilities and personal life is essential for overall well-being.

The investigation into themes and sub-themes concerning potential risks to mental health in the workplace reveals a range of contributing factors. These include a lack of effective skill utilization or a disconnect between employees' skills and job expectations, excessive workloads or a fast-paced work environment, insufficient staffing, and irregular or inflexible working hours. Additionally, limited control over job duties and workload, poor physical working conditions, and an organizational culture that encourages negative behaviors are significant concerns. Employees may also experience inadequate support from colleagues or face authoritarian management styles, as well as incidents of violence, harassment, or bullying. Other issues include discrimination, exclusion, unclear job roles, inappropriate promotion practices, job insecurity, inadequate compensation, and insufficient opportunities for professional growth. Furthermore, the competing demands of home and work can exacerbate these challenges. As a result, employees often navigate hazardous working environments characterized by long hours, a lack of social or financial safety nets, and experiences of discrimination, all of which can profoundly affect their mental health (WHO, <https://www.who.int/news-room/fact-sheets/detail/mental-health-atwork>, 2025).

There is an increasing global focus among employers on understanding and improving mental health within the workplace. Research shows that approximately one in five employees is affected by prevalent mental health challenges and substance use disorders, with the actual figures likely being higher based on the specific conditions assessed. Numerous elements associated with work structure and the general workplace atmosphere can profoundly influence mental well-being. Employers are encouraged to leverage these essential resources for the education of employees, training for management, and the development of corporate policies and organizational initiatives (Kirsh et al., 2018; Zhuang et al., 2020).

5.0 CONCLUSION

This research study examines the fundamental principles and possible applications of a novel model addressing issues such as underutilization of skills or discrepancies between skills and job demands; excessive workloads or fast-paced work environments; insufficient staffing; irregular, extended, or inflexible working hours; limited control over job duties or workload management; unsafe or inadequate physical working conditions; and organizational culture. The study's framework includes a comprehensive literature review organized according to the PRISMA model, with the analytical aspect facilitated by NVivo software. The selection criteria for the articles that form the basis of this academic inquiry focus on those that significantly contribute to enhancing organizational performance.

Indeed, the corporation and employers, in collaboration with essential stakeholders, can enhance workplace mental health by fostering an environment conducive to change. This involves several key actions: 1. Strengthening leadership and commitment to mental health in the workplace, such as incorporating mental health considerations into relevant policies. 2. Allocating adequate funding and resources, for instance, by creating specific budgets aimed at initiatives that promote mental health at work and ensuring that mental health and employment services are accessible to organizations with limited resources. 3. Upholding the right to participate in work, which includes aligning employment laws and regulations with international human rights standards and enforcing non-discrimination policies in the workplace? 4. Integrating mental health considerations across various sectors, for example, by incorporating mental health into existing occupational safety and health frameworks. 5. Encouraging worker participation in decision-making processes, such as conducting meaningful and timely consultations with employees, their representatives, and individuals with lived experiences of mental health issues. 6. Utilizing evidence regarding psychosocial risks and the effectiveness of interventions, ensuring that all guidance and actions related to workplace mental health are informed by the most current evidence. 7. Ensuring compliance with laws, regulations, and recommendations, which includes integrating mental health responsibilities into the duties of national labor inspectorates and other compliance bodies (WHO, <https://www.who.int/news-room/factsheets/detail/mental-health-at-work>, 2025).

The result from this exploration could finding two main premise pertained: the first main premise; enhancing employee performance is vital for making strategic decisions that align with corporate goals and securing a competitive advantage in the market. Fair compensation signifies the just remuneration given to individuals for their labor or services, ensuring that their pay accurately reflects the value of their contributions and adheres to industry benchmarks. This concept includes not only financial rewards but also benefits and various forms of recognition that honor the skills and efforts of the workforce. It underscores the significance of fairness and transparency in compensation practices, with the aim of cultivating a motivated and content workforce. Intra-organizational communication involves the flow of information and messages within an organization, which is critical for promoting collaboration, boosting productivity, and ensuring that all members are aligned with the organization's objectives. This communication can manifest in numerous ways, such as formal meetings, informal conversations, emails, and internal messaging platforms, all of which contribute to a unified work environment. Organizational culture encompasses the collective values, beliefs, and practices that define the social and psychological atmosphere of a business. It includes the norms and behaviors that shape interactions among

employees and with external stakeholders. This culture is instrumental in influencing the overall effectiveness and success of the organization, as it impacts employee morale, productivity, and retention rates. By understanding and actively managing organizational culture, businesses can enhance performance and foster a more cohesive work environment. Organizational trust reflects the confidence that employees and stakeholders place in the integrity, reliability, and competence of an organization. It embodies the expectation that the organization will act in the best interests of its members while maintaining ethical standards.

Finally, the second main premise; The significance of corporate policy in mitigating potential mental health risks in the workplace is paramount, as it addresses the various challenges that may emerge from mental health issues in professional settings. Recognizing the threats associated with mental well-being at work is vital for reducing the risks that such issues can pose in occupational environments. Furthermore, the incorporation of advanced technology in the workplace has revolutionized organizational operations, leading to increased efficiency and productivity. By utilizing innovative tools and systems, companies can optimize processes, enhance communication, and promote collaboration among employees. This technological evolution not only supports remote work but also facilitates data-driven decision-making, resulting in a more agile and competitive workplace. As organizations continue to embrace these advancements, the opportunities for workforce growth and development significantly increase. Additionally, understanding mental health involves defining the various dimensions and factors that influence an individual's psychological well-being. This exploration includes examining the interactions between emotional, social, and environmental factors, as well as acknowledging the critical role of mental health in overall health and quality of life. By analyzing these components, we can create a more holistic framework for addressing mental health challenges and implementing effective interventions. The term "MH_policy" denotes a specific collection of guidelines or regulations related to mental health, aimed at addressing multiple facets of mental health care, including prevention, treatment, and support for those facing mental health challenges. These policies strive to raise awareness, diminish stigma, and ensure that individuals have access to essential resources and services. By establishing clear frameworks, MH policies are instrumental in enhancing the overall well-being of communities and fostering a supportive environment. Managers are tasked with supporting employees as they navigate challenges within the workplace. The perception of Organizational support is crucial for boosting employee performance, as it significantly influences how effectively individuals carry out their responsibilities. Risk factors encompass a range of elements or conditions that heighten the probability of adverse outcomes or events. These factors may pertain to health, safety, financial stability, or other critical areas, making their comprehension essential for implementing effective risk management and mitigation strategies. By identifying and analyzing these risk factors, both individuals and organizations can adopt proactive measures to lessen potential negative impacts. Effective communication about safety in the workplace is vital for creating a secure environment. This involves sharing information regarding safety protocols, identifying potential hazards, and outlining emergency procedures with all employees. By ensuring that everyone is informed and actively participating in safety practices, organizations can significantly lower the risk of accidents and cultivate a robust safety culture. Key elements of a successful safety communication strategy include regular training sessions, clear signage, and accessible channels for reporting safety issues. In the realm of workplace safety communication, it

is imperative to consider various aspects of working conditions. Providing a safe and healthy environment for employees requires attention not only to the physical characteristics of the workplace but also to the effective communication of safety information and protocols. This communication is fundamental in nurturing a safety culture where employees are informed, engaged, and empowered to take responsibility for their own well-being and that of their peers. Working knowledge refers to a practical understanding of a subject or skill that enables individuals to perform tasks efficiently. It involves the capacity to apply theoretical concepts in real-world contexts, showcasing competence in the execution of responsibilities.

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