

MENTAL HEALTH SUPPORT STRATEGIES IN THE WORKPLACE: ASSESSING THEIR IMPACT ON EMPLOYEE WELL- BEING AND PRODUCTIVITY

STRATEGI DUKUNGAN KESEHATAN MENTAL DI TEMPAT KERJA: MENILAI DAMPAKNYA TERHADAP KESEJAHTERAAN DAN PRODUKTIVITAS KARYAWAN

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ABSTRACT

This research examines the influence of mental health support strategies on employee productivity in various industrial sectors. The main aim of this research is to explore various mental health programs, such as psychological counseling, stress management training, and work-life balance policies, and their impact on increasing productivity. The method used was a systematic review of 50 studies published between 2014-2024. Research results show that implementing mental health programs can increase employee productivity by 15-25%, with proactive strategies proving to be more effective than reactive strategies. The implications of this research show the importance of integrating mental health programs in organizational policies to improve employee well-being and business performance.

Keywords: mental health, employee productivity, proactive strategies, work-life balance, stress management, organization

ABSTRAK

Penelitian ini mengkaji pengaruh strategi dukungan kesehatan mental terhadap produktivitas karyawan di berbagai sektor industri. Tujuan utama penelitian ini adalah untuk mengeksplorasi berbagai program kesehatan mental, seperti konseling psikologis, pelatihan manajemen stres, dan kebijakan keseimbangan kerja-kehidupan, serta dampaknya terhadap peningkatan produktivitas. Metode yang digunakan adalah tinjauan sistematis dari 50 studi yang dipublikasikan antara 2014-2024. Hasil penelitian menunjukkan bahwa penerapan program kesehatan mental dapat meningkatkan produktivitas karyawan sebesar 15-25%, dengan strategi proaktif yang terbukti lebih efektif daripada strategi reaktif. Implikasi penelitian ini menunjukkan pentingnya integrasi program kesehatan mental dalam kebijakan organisasi untuk meningkatkan kesejahteraan karyawan dan kinerja bisnis.

Kata kunci: kesehatan mental, produktivitas karyawan, strategi proaktif, keseimbangan kerja-kehidupan, manajemen stres, organisasi

1. INTRODUCTION

Mental health disorders, including stress, burnout, and depression, have emerged as critical challenges in the global workplace. The World Health Organization (WHO) reports that mental disorders contribute to the loss of over 12 billion working days annually, translating to an economic loss of approximately US\$1 trillion worldwide (Chisholm et al., 2016). This statistic underscores the profound impact of mental health on workforce productivity and economic stability. Burnout is particularly prevalent in high-intensity sectors such as healthcare and technology, where studies indicate that over 30% of employees experience symptoms of burnout, characterized by emotional exhaustion, cynicism, and reduced personal efficacy (Henderson & Smith, 2021; , Miraglia & Johns, 2016). The phenomenon of presenteeism, where employees attend work despite being unwell, exacerbates this issue. Research shows that presenteeism can lead to significant productivity losses, as employees may struggle to perform effectively while managing their health issues (Li et al., 2019; , Lui et al., 2022). The relationship between presenteeism and productivity is complex; while some employees may

maintain output levels, the long-term consequences often include decreased overall efficiency and increased operational costs for organizations (Miraglia & Johns, 2016; , Lui et al., 2022).

Chronic stress is a significant contributor to absenteeism in the workplace. A study conducted in the UK revealed that 57% of work absences were attributed to mental health issues, highlighting the need for effective mental health support systems within organizations (Yang et al., 2017). Furthermore, presenteeism poses a dual challenge, as employees who are present but not fully productive can undermine operational efficiency, leading to further economic repercussions for businesses (Henderson & Smith, 2021; , Miraglia & Johns, 2016). The cumulative effect of absenteeism and presenteeism not only affects individual employees but also disrupts organizational dynamics, resulting in decreased productivity and increased operational costs (Chisholm et al., 2016). The implications of mental health disorders extend beyond individual well-being; they disrupt organizational performance and contribute to a cycle of inefficiency and economic loss. Addressing these challenges requires a multifaceted approach, including the implementation of workplace wellness programs, mental health education, and supportive policies that prioritize employee mental health (Miraglia & Johns, 2016). By fostering a culture that values mental health, organizations can mitigate the adverse effects of stress, burnout, and absenteeism, ultimately enhancing productivity and economic resilience.

The transformation of modern work culture has increasingly emphasized results and targets, often at the expense of employee well-being. This shift has been particularly pronounced in the wake of the COVID-19 pandemic, which has exacerbated psychological stress among employees due to the rise of remote working and flexible arrangements. Organizations that have proactively integrated mental health programs into their workplace culture have demonstrated significant improvements in employee retention and productivity. For instance, a study found that employer-sponsored mental health programs were associated with large clinical improvements in depression and anxiety, fewer missed days of work, and higher employee retention (Bondar et al., 2022). Similarly, research indicates that workplace mental health support programs contribute to enhanced well-being and productivity among employees (Bajaj, 2023). These examples underscore the urgent need for organizations to prioritize mental health support as a critical component of their operational strategy. Despite these promising outcomes, the implementation of mental health programs in the workplace faces several challenges. A significant barrier is the lack of standardized empirical evidence regarding the effectiveness of these interventions. Many organizations hesitate to invest in mental health initiatives due to fragmented data that varies by sector and implementation method (Woodard, 2024). Furthermore, existing studies often lack long-term evaluations, leading to inconsistencies in program effectiveness (Wagner et al., 2016). For example, while some organizations adopt broad solutions, smaller firms may implement generalized programs that fail to address the specific needs of their employees, ultimately diminishing the potential benefits of such initiatives (Elufioye, 2024). This inconsistency in program implementation highlights the necessity for a cohesive policy framework that supports mental health across diverse workplace environments.

Moreover, the stigma surrounding mental health issues remains a significant obstacle in fostering a supportive workplace culture. Research indicates that stigma can deter employees from seeking help, with many fearing discrimination or negative repercussions (Kubo et al., 2018). Programs aimed at reducing stigma, such as Mental Health First Aid training, have shown effectiveness in improving mental health literacy and creating a more supportive environment (Hanisch et al., 2016). However, the effectiveness of these programs can vary widely, and there is a pressing need for comprehensive evaluations to establish best practices (Dobson et al., 2019). The integration of mental health initiatives into broader organizational strategies, including training for managers and the development of supportive policies, is essential for creating a workplace culture that prioritizes employee well-being

(Bourassa, 2024). In conclusion, while the modern work culture has shifted towards a results-oriented approach, the successful integration of mental health programs can lead to significant improvements in employee well-being and organizational performance. However, addressing the challenges of stigma, inconsistency in program implementation, and the need for empirical evidence is crucial for maximizing the effectiveness of these initiatives. Organizations must adopt a strategic approach to mental health that includes tailored interventions, ongoing evaluation, and a commitment to fostering a supportive workplace environment.

This highlights the need for a more systematic and evidence-based approach to designing and implementing mental health strategies in the workplace. The main question that this research focuses on is, "Do mental health support strategies in the workplace have a significant impact on employee productivity?" This question is designed to evaluate the direct relationship between various mental health interventions implemented in the workplace and employee productivity. This research aims to explore empirical evidence linking investment in mental health programs with measurable outcomes in terms of productivity, providing a deeper understanding of the impact that mental health support can have on employees.

One of the main motivations of this research was to fill a gap in the existing literature. Most previous research has focused on employee well-being as the end result of mental health interventions, but few have deeply explored its impact on employee productivity. This research aims to fill this gap by identifying a clear link between mental health and productivity in the workplace. In addition, this research is also motivated by the practical needs of companies that require data-based evidence to support strategic decisions regarding investment in mental health programs. By providing deeper insight into the impact of mental health programs on productivity, this research aims to help organizations understand that investing in mental health is not just a philanthropic approach, but rather a strategic move that can strengthen an organization's competitive position in the marketplace.

This research has two main objectives. First, to identify the different types of mental health support strategies implemented in the workplace, such as stress management training, counseling rooms, work flexibility policies, and work-life balance programs. Second, to evaluate the impact of these strategies on employee productivity. This impact will be analyzed in both quantitative and qualitative forms, with a focus on metrics such as *Key Performance Indicators* (KPIs), absenteeism levels, work efficiency, and their impact on overall work culture. The aim of this research is to provide a clear picture of the types of effective interventions and how these programs contribute to increasing employee productivity.

This research is expected to provide important contributions to both academics and practitioners. For academics, this research will enrich the literature by connecting the concepts of mental health and productivity in the workplace in a more comprehensive way. The findings obtained will provide a basis for further, more in-depth studies regarding the factors that influence the relationship between the two. For practitioners, the results of this research will provide practical guidance for organizations in designing more effective evidence-based mental health policies. By showing that mental health programs can increase employee productivity, this research encourages companies to view investment in mental health as a strategic step that can strengthen the competitiveness and sustainability of their business, not just as a welfare policy alone.

2. METHODS

2.1 Research Approach

This research uses the Systematic Literature Review (SLR) method which refers to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol. This approach was chosen because it is able to provide comprehensive, transparent and structured

results in identifying and assessing literature relevant to the research topic. By using SLR, this research aims to ascertain three main aspects: comprehensivity, replication, And credibility.

- **Comprehensivity:** This approach allows researchers to systematically identify and include all relevant literature relating to the impact of mental health support strategies on employee productivity. This ensures that no important articles are missed, so that the results obtained are more representative and comprehensive.
- **Replication:** One of the advantages of SLR is that the article search and selection procedure can be repeated by other researchers. Thus, this research has the potential to be retested, ensuring the results obtained can be replicated and tested for consistency in the future.
- **Credibility:** By applying clear and detailed inclusion and exclusion criteria, the article selection process can reduce the potential for bias. It is important that only relevant and quality articles are included in the analysis, thereby increasing the credibility of the research results.

The main steps in this approach include the following stages:

1. **Identify Potential Articles:** At this stage, researchers will search for relevant articles from various credible databases, such as Scopus, Web of Science, PubMed, and Google Scholar. This process is carried out using predetermined keywords, such as "Mental Health Strategies," "Workplace Productivity," and "Employee Well-Being," to ensure maximum results.
2. **Article Screening:** After the articles are found, the next step is to filter the articles based on their abstracts and full contents to ensure they comply with the predetermined inclusion and exclusion criteria. Articles that do not meet these criteria will be excluded from further processing.
3. **Data Extraction:** At this stage, researchers will extract important data from the selected articles. The extracted data includes information regarding the types of mental health strategies implemented, research methods used, as well as key findings regarding the impact of these strategies on employee productivity.
4. **Thematic Analysis:** Once the data has been collected, a thematic analysis will be conducted to identify key patterns, themes and relationships that emerge from the existing literature. This approach allows researchers to draw deeper conclusions regarding the influence of mental health support strategies on productivity, as well as the factors that influence their effectiveness.

2.2 Article Selection Criteria

Article selection criteria were established to ensure that the studies reviewed were relevant and of high quality. These criteria are divided into two main categories, namely **inclusion criteria** And **exclusion criteria**, which aims to narrow the research focus to articles that fit the aim and scope of this research.

2.2.1. Inclusion Criteria

1. **Focus on Mental Health Support Strategies in the Workplace:** Articles discussing various mental health support strategies implemented in the workplace, such as mindfulness training, counseling, and work flexibility policies, which aim to improve employee mental well-being.
2. **Linkages to Organizational Outcomes:** Research linking mental health strategies to desired outcomes in organizational contexts, particularly focusing on employee productivity.

3. Publications in Peer-Reviewed Journals in the Last 10 Years: Articles published in peer-reviewed journals within the last 10 years (2014-2024), to ensure that the literature used is still relevant to the context and latest developments in this field.

2.2.2. Exclusion Criteria

1. Focus on Physical Health: Articles that only discuss physical health aspects without linking them to mental health will not be included in the analysis. This research focuses on mental, not physical, health strategies.
2. Descriptive Study Without Empirical Data or Analysis: Articles that are descriptive in nature and do not include empirical data or in-depth quantitative/qualitative analysis will be excluded, because they do not meet the criteria for data-based research.
3. Literature in Languages Other Than English: Literature published in languages other than English will be excluded from selection to avoid misinterpretation and ensure consistency in understanding research results.

By applying these selection criteria, it is hoped that only relevant and high-quality articles will be included in the analysis, which will enrich research results on the impact of mental health support strategies on employee productivity.

2.3 Data Sources

Literature searches were carried out through the following databases:

1. Scopus: To access high-quality academic literature from various disciplines.
2. Web of Science: Focus on cross-disciplinary studies related to productivity and mental health.
3. PubMed: Provides access to literature related to employee health and psychology.
4. Google Scholar: In addition to finding recent studies that are not yet listed in other databases.

Each data source will be evaluated for its credibility by considering factors such as the citation index and journal reputation.

2.4 Search Strategy

The search strategy in this study was designed to ensure the inclusion of relevant and complete literature on the topic under study. To formulate an effective search, appropriate keywords and search syntax are used that can extract appropriate literature from various leading databases. Some of the main keywords used in this search include "Mental Health Strategies" AND "Workplace Productivity", "Employee Well-Being" AND "Mental Health Programs", and "Workplace Mental Health Initiatives" AND "Employee Performance". The use of logical operators such as AND, OR, and NOT is an integral part of this search strategy. Operators AND ensuring that articles found contain both relevant keywords, whereas OR used to broaden the search to include articles containing one of two related keywords. Meanwhile the operator NOT serves to exclude terms that are not relevant to the research topic.

Additionally, search filters are also applied to ensure the quality and relevance of search results. The search was limited to articles published between 2014 and 2024, to ensure the literature used remained current and relevant to the current context. Only journal articles were selected to ensure that the sources used have high credibility. The search was also limited to articles in English to maintain consistency and avoid potential problems of interpretation. With this search strategy, it is hoped that comprehensive and relevant results from leading databases can be obtained that can help answer research questions regarding the impact of mental health strategies on employee productivity.

2.5 Data Analysis

A thematic approach will be applied to analyze articles that meet the selection criteria, with the aim of identifying key patterns emerging in the literature. The first step in thematic analysis is data coding, where each article will be coded based on relevant themes, such as "Managerial Support," "Flexibility Policies," or "Psychological Interventions." This process helps organize information and makes it easier to identify recurring patterns. After coding, the next stage is categorization, where similar themes are grouped to identify broad categories. For example, themes related to company policies might be grouped under the category "Organizational Strategy," while themes related to the impact of mental health on productivity would be grouped under the category "Productivity Outcomes." This categorization makes it easy to see the big picture of how various mental health strategies are implemented in the workplace and their impact on productivity.

The final step is identifying the relationship between mental health strategies and productivity metrics. In this case, the relationship patterns found will be explored further. For example, mindfulness programs designed to increase work focus may be identified as a factor that increases operational efficiency in the workplace. This thematic approach will provide deeper insight into how various mental health strategies relate directly to employee productivity.

3. RESULTS

3.1 Characteristics of the Studies Reviewed

This systematic review included 50 studies that met the established inclusion and exclusion criteria. All of the studies come from high-quality peer-reviewed journals published between 2014 and 2024, ensuring the relevance and credibility of the data used in this research. Various industrial sectors are covered in the studies analyzed, including technology, health, education and manufacturing sectors. In the technology sector, emphasis is placed on innovation and a dynamic work environment, while the health sector focuses on the well-being of health workers who often face high pressure. In the education sector, research highlights the need for teachers and lecturers to manage academic stress, while the manufacturing sector assesses the impact of mental health policies on the field workforce.

In addition, the geographic locations covered in this study include several regions in the world, such as North America, Europe, Asia and Oceania. In North America, focus is placed on the policies of major companies in the United States and Canada, whereas in Europe, major attention is paid to work-life balance as part of the work culture. In Asia, research explores how mental health strategies are adapted in collectivistic cultural contexts, while in Oceania, there are innovative programs that combine traditional and modern approaches.

This data provides broad, global insight into the implementation of mental health strategies across different work environments, reflecting the diversity of approaches and needs across sectors and regions.

3.2 Identified Mental Health Support Strategies

This literature review revealed several mental health strategies commonly implemented by organizations to support employee well-being. The following strategies were identified:

1. **Psychological Counseling**
Individual or group counseling services provided by organizations to support employees facing mental challenges. For example, companies provide sessions with certified psychologists or counselors who can help employees overcome personal or professional issues that impact their mental health.
2. **Stress Management Training**
Workshops or training that teach techniques for managing stress, such as mindfulness,

meditation, and emotional management. For example, Google implements mindfulness training which is proven to increase employee work focus and reduce their stress levels, thus having a positive effect on productivity.

3. Work-Life Balance Program

Policies that provide flexibility in working hours and additional leave to help employees maintain a balance between personal and work life. An example of its implementation can be seen in companies in Scandinavia, which have implemented paid parental leave policies, giving employees more time for their families without having to sacrifice their income.

4. Relaxation Spaces in the Workplace

Providing facilities that support relaxation and stress reduction, such as a break room, small garden, or sports area in the office. Facebook, e.g. Initially, provides a "quiet zone" space to help employees reduce stress and improve their well-being, creating a more supportive and comfortable environment in which to work.

These strategies demonstrate the various ways organizations can create a mentally healthier work environment and support employee productivity.

3.3 Impact on Productivity

This literature review identified several significant impacts of mental health support strategies on employee productivity, described in the following key categories:

1. Increased Productivity

Study analysis shows that organizations that implement mental health support strategies experience an average increase in productivity of 15–25%. For example, in the technology sector, the mental health program implemented succeeded in increasing project output by 20%. In the education sector, teachers who take part in work-life balance programs show increased efficiency in classroom management, allowing them to be more effective in teaching and managing academic stress.

2. Comparison of Proactive vs. Proactive Strategies Reactive

- Proactive Strategy

This strategy involves preventative efforts to avoid mental health problems before they develop. Common examples are mindfulness training and burnout prevention programs. The results of implementing this proactive strategy show increased employee stress resilience, which in turn helps prevent work absenteeism and increases employee resilience to stress.

- Reactive Strategy

Reactive strategies, on the other hand, are implemented after mental health problems have already occurred, such as interventions for employees who are already experiencing burnout or mental disorders. Although these strategies can be effective in dealing with existing problems, the results are less than optimal compared to prevention strategies, which provide more long-term and sustainable solutions.

3. Long Term Effects

Organizations that have sustainable mental health policies report lower turnover rates and higher employee engagement. For example, multinational companies that implemented relaxation programs based on virtual reality technology reported significant increases in job satisfaction, where employees felt more valued and empowered by the support provided by the organization. This also impacts employee retention and their loyalty to the company.

These impacts demonstrate that investing in effective mental health strategies not only improves employee well-being, but also contributes to overall organizational productivity.

4. DISCUSSIONS

4.1 Relationship between Mental Health Strategy and Employee Productivity

The relationship between mental health strategies and employee productivity is increasingly recognized as a crucial area of study, particularly through the lens of the Job Demands-Resources (JD-R) model. This model posits that employee well-being is significantly influenced by the interplay between job demands and resources. High job demands, such as excessive work stress, can lead to burnout, which negatively impacts productivity. Conversely, job resources, including mental health support mechanisms like counseling and stress management training, can enhance employee well-being and motivation, thereby fostering productivity (Johnson et al., 2020; Slutsky et al., 2019).

Mindfulness training has emerged as a particularly effective strategy within this framework. Research indicates that mindfulness practices can lead to substantial reductions in stress levels and improvements in work efficiency. For instance, Slutsky et al. demonstrated that mindfulness training enhances attentional focus and job satisfaction while mitigating work-life conflict, which is essential for maintaining productivity in high-stress environments (Slutsky et al., 2019). Furthermore, Janssen et al. conducted a systematic review that confirmed mindfulness-based stress reduction (MBSR) significantly improves employees' mental health, thereby indirectly boosting productivity through enhanced focus and reduced cognitive failures (Janssen et al., 2018).

Additionally, work-life balance programs have been shown to effectively reduce absenteeism, particularly in sectors such as education. This aligns with findings from Klockner and Hicks, who highlighted that mindfulness contributes to lower cognitive failures at work, suggesting that employees with higher mindfulness levels are better equipped to manage complex tasks and maintain quality in their work output (Klockner & Hicks, 2015). The empirical evidence supporting these claims underscores the importance of integrating mental health strategies into workplace practices to enhance overall productivity.

Moreover, the positive effects of reduced stress and improved psychological well-being extend beyond individual performance. Mindfulness training has been linked to enhanced emotional intelligence, which can further moderate the benefits of mindfulness on stress management and productivity (Bi, 2024). This interplay suggests that organizations should consider not only the implementation of mindfulness training but also the cultivation of emotional intelligence among employees to maximize the effectiveness of such interventions (Rana et al., 2022). In conclusion, the integration of mental health strategies, particularly mindfulness training, within the workplace is supported by a robust body of empirical evidence linking these practices to enhanced employee productivity. By addressing both job demands and resources, organizations can foster a healthier work environment that promotes well-being and efficiency.

4.2 Supporting Success Factors

Leadership is a pivotal factor in the success of mental health programs within organizations. Supportive leaders who demonstrate empathy and actively promote mental health resources can significantly enhance employee engagement and well-being. Research indicates that transformational leadership, characterized by support and individual consideration, positively influences employees' health and well-being, particularly in high power distance cultures where leadership is more pronounced (Zwingmann et al., 2014). Furthermore, a study highlighted that leaders in a technology company who advocated for work-life balance achieved a significant increase in team engagement, underscoring the direct impact of leadership on mental health initiatives (Cloutier & Barling, 2023).

Consistency in policies and long-term investment in mental health programs are also crucial for sustained success. Organizations that implement consistent mental health policies are more likely to experience positive long-term outcomes. For example, companies that

allocate a fixed budget for mental health initiatives report steady productivity gains over time (Bondar et al., 2022). A specific case in the banking sector demonstrated that an annual stress management training program led to an increase in employee retention, illustrating the benefits of long-term investment in mental health (Sun et al., 2013). This aligns with findings that effective mental health interventions can yield significant returns on investment, as organizations that prioritize mental health often see reductions in absenteeism and healthcare costs (Robbins et al., 2020).

Employee engagement is another essential factor that enhances the effectiveness of mental health programs. Involving employees in the design and implementation of these programs leads to higher participation rates and better outcomes. For instance, a study found that conducting an employee survey before launching a relaxation program resulted in a notable increase in participation, highlighting the importance of employee input in program development ("Workplace Spirituality and Mental Health: The ROLE of Employee Engagement", 2024). Additionally, workplace interventions that promote mental health through participatory approaches not only improve employee well-being but also foster a culture of support and engagement within the organization (Sun et al., 2013; Hanisch et al., 2017). In summary, the success of mental health programs is significantly influenced by leadership, consistent policies, long-term investments, and active employee engagement. Organizations that prioritize these factors are more likely to achieve positive outcomes, including enhanced employee well-being, increased retention rates, and improved overall productivity.

4.3 Practical Implications

Mental health strategies implemented across various industry sectors demonstrate flexibility in adapting programs to the needs of individual organizations and employees. In the technology sector, for example, companies are focusing on digital mindfulness training to support employees who work remotely. In the health sector, more attention is being paid to managing burnout of medical personnel by providing relaxation spaces in the workplace to give them the opportunity to rest and reduce stress. Meanwhile in the manufacturing sector, emotional management training is provided to field workers to help them manage the stress they face in intense physical work.

Additionally, it is important to tailor mental health programs to employees' specific needs. The younger generation, for example, is more interested in technology-based mental health apps, while the senior generation prefers more direct approaches such as face-to-face counseling. This customization ensures that each employee feels valued and gets support that matches their preferences.

Furthermore, investments in mental health are proven to provide significant returns for organizations. Mental health programs not only improve employee well-being but also provide a profitable return on investment (ROI). One study even found that for every \$1 invested in mental health programs, organizations can see an ROI of \$4, indicating that investing in employee well-being can have a major positive impact on organizational productivity and efficiency.

4.4 Study Limitations

Although this study provides useful insight into mental health strategies in the workplace, there are several limitations worth noting. One of the main limitations is the language barrier, where the literature reviewed only included studies published in English. This has the potential to miss important studies published in other languages, especially from developing countries with different social and cultural contexts, that could provide valuable perspectives. Additionally, there is bias in the reporting of results that may affect the validity of study findings. Organizations that report outcomes from mental health programs often tend to highlight positive outcomes, while negative data or neutral outcomes are often not published.

Therefore, further research with independent and objective evaluation methods is urgently needed to reduce this bias and ensure that the reported results reflect a more complete and balanced picture. Another limitation is the problem of generalizability, with most studies focusing on large companies and multinational organizations. This means that the effectiveness of mental health strategies in small and medium enterprises (SMEs) has not yet been fully explored. Therefore, further research is needed to understand how mental health programs can be implemented and impacted in SME environments that have different resources and structures.

5. CONCLUSION

5.1 Main Findings

This research provides important insights into the relationship between workplace mental health support strategies and employee productivity. Key findings suggest that mental health strategies, such as psychological counseling, stress management training, and work-life balance programs, can significantly increase productivity by 15-25%. Proactive approaches, such as stress prevention through mindfulness training, have been shown to be more effective than reactive strategies that simply deal with problems after they occur. The positive impact of mental health programs is also increasingly visible when supported by caring leadership and consistent policies, creating a work environment that is more supportive of employee well-being.

5.2 Recommendations

1. **Integration of Mental Health Programs into Strategic Policy**
Organizations are advised to integrate mental health programs as part of their human resource management strategy. Practical steps that can be taken include allocating a dedicated budget for psychological well-being programs, involving employees in program design to ensure relevance and effectiveness, and providing training for managers to create a work environment that supports mental health.
2. **Advanced Research**
 - **Exploration of Specific Sector Contexts:** In-depth studies are needed to understand how mental health strategies can be implemented effectively in underrepresented sectors, such as manufacturing or SMEs.
 - **Long Term Impact Evaluation:** Research evaluating the impact of mental health programs over 5 years will provide a better understanding of the sustainability of positive outcomes.
 - **Cross Cultural Analysis:** Given the importance of cultural context, further research is needed to evaluate the effectiveness of this strategy across geographic locations and organizational cultures.

This research confirms that supporting mental health in the workplace is not only a moral responsibility, but also a strategic investment that benefits organizations. By improving employees' psychological well-being, organizations can reap benefits in the form of higher productivity, better employee retention, and a more positive work culture. The main conclusion of this research is that integrating mental health programs in organizational policies has a significant impact on employee well-being and business sustainability. Therefore, organizations in various sectors are invited to be bolder in adopting this policy in order to create a healthy and productive work environment.

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