

Unlocking Transformational Leadership: Fostering Psychological Safety to Enhance Employee Well-being

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ABSTRACT

This study explores the important role of industrial psychology in enhancing employee well-being through a comprehensive approach that balances productivity and mental health. In addition, this study looks at the growing need to integrate mental, emotional, and environmental factors in the workplace to promote a healthy and productive workforce. Despite the growing focus on mental health challenges, there is still a gap in the systematic application of industrial psychology principles to improve both well-being and performance. However, this study's purpose is to investigate the impact of leadership styles, work-life balance policies, and the mental health support programs on employee satisfaction, engagement, as well as productivity. Moreover, this qualitative research design was utilized through the use of case studies and literature reviews to understand in more detail how industrial psychology can be applied in different organizational settings. Among the significant results, it is possible to note that transformational leadership that creates emotional safety and professional growth is a significant factor of employee well-being. Further, the policies regarding work-life balance and the services to improve mental health were addressed as significant factors in decreasing burnout and boosting job satisfaction. Nevertheless, the stigma on mental health support is a hindrance to its maximum utilization. Hence, this study has drawn the conclusion that an integrated leadership, mental health support and work-life balance strategy is necessary to establish a sustainable organizational success. Furthermore, this study addresses major gaps in the literature by suggesting a comprehensive model that can be used to align industrial psychology with modern workplace issues, specifically in remote and hybrid workplaces. Briefly, this study's results are applicable to HR professionals, managers, and policymakers in that a more inclusive way of employee well-being should be promoted.

Keywords: Industrial Psychology, Employee Well-being, Transformational Leadership, Mental Health Support, Work-life Balance, Job Satisfaction, Organizational Culture, Employee Engagement.

INTRODUCTION

Background and Context

Industrial psychology plays a vital role in ensuring employee well-being by integrating psychological, emotional, and environmental aspects in the workplace. In addition, in the modern workplace, where the demands of high productivity often clash with mental health challenges, employee well-being has become a strategic imperative. However, a healthy and productive workforce not only improves performance, but also reduces absenteeism, turnover, and burnout (Robertson & Cooper, 2010). As the workforce evolves, the need for a more holistic approach focused on both productivity and mental health is becoming increasingly clear (Kelloway & Day, 2005). Moreover, the emergence of the COVID-19 pandemic has further highlighted the importance of wellness in the workplace, with mental health challenges becoming more apparent (Khalid & Syed, 2023). Although employee wellness is now about more than physical health, requiring organizations to consider factors such as job satisfaction, leadership styles, and work-life balance. According to Maslow's hierarchy of needs, meeting employees' basic needs is a prerequisite for increasing their engagement and motivation (Maslow, 1943). Also, the Job Demand-Resource (JD-R) theory, which focuses on balancing job demands with available resources, supports this approach by emphasizing the role of organizational support in reducing stress and improving mental health in the workplace (Bakker & Demerouti, 2007).

In the existing literature, however, there remains a gap in the knowledge about how industrial psychology can be systematically used to cope with mental health crises and maximize productivity. Although multiple frameworks underline the significance of leadership, work-life balance, and emotional safety, there is practically no study that incorporates all of the factors into a consistent approach to ensuring organizational success over the long run. More so, remote working and digitalization further complicates the established welfare programs, as companies fail to establish an inclusive and supportive workplace in a hybrid setting (Kossek and Thompson, 2016). Thus, the purpose of the paper is to draw relationships between industrial psychology, leadership, and employee well-being and offer a comprehensive approach an organization can use to produce sustainable outcomes. By synthesizing the current literature and empirical studies, this study tries to address gaps in the current literature, which is very useful to managers, HR practitioners and policymakers.

Problem Statement

Although the importance of employee well-being has been observed to motivate organizational success, most companies have not effectively put in place programs aimed at well-being. The absence of a coherent structure (mental health support, leadership style, and work-life balance) results in the poor outcomes, i.e., burnout, disengagement, and high turnover rates. Hence, this paper seeks to address this gap by coming up with an all-inclusive industrial psychology-based model of improving employee welfare and productivity, hence coming up with a healthier and highly motivated workforce.

Justification for the Method Approach

This study employed a qualitative research design, which involved the use of case studies, reviews of the literature and interviews in an attempt to establish the determinants that affect the well-being of employees and productivity of an organization. In addition, the qualitative method was chosen because it has the potential to provide deeper insights into complex, context-specific issues that cannot be fully captured through quantitative measurements. This study, drawn from practical experience and theoretical frameworks, aims to capture the nuances of the application of industrial psychology in various workplace environments. However, the case study approach makes it possible to explore in detail how various wellness interventions, such as leadership styles, mental health programs, and work-life balance strategies, affect employee outcomes. Additionally, the research design facilitates the collection of rich, descriptive data, which provides a comprehensive understanding of the interrelationships between psychological support, leadership, and employee performance.

Research Questions

- RQ-1: What psychological factors are most influential in supporting employees' mental health and enhancing performance?
- RQ-2: What is the way transformational leadership can enhance the job satisfaction and the general well-being of employees?
- RQ-3: How much does organizational leadership help in the decrease of workplace stress and the enhancement of psychological safety?
- RQ-4: What are the effects of work-life balance policy on employee satisfaction, motivation and productivity?
- RQ-5: How can organizations use mental health support strategies to integrate the deficiencies into their working culture?

Research Objectives

- RO-1: To determine psychological variables which sustain the mental health of employees and consequently improve performance.
- RO-2: To test whether transformational leadership is correlated with the job satisfaction, well-being, and engagement of the employees.
- RO-3: To determine the significance of leadership in the establishment of a supportive and emotionally safe work environment.
- RO-4: To determine how work-life balance policies affect employee satisfaction and organizational productivity.
- RO-5: To suggest an integrated model incorporating psychological support, leadership and work-life balance in enhancing employee well-being and organizational performance.

Scope of the Study

This study is aimed at exploring how industrial psychology can be applied to the improvement of employee well-being in the corporate and organizational settings. In addition, this study will be restricted to investigate companies in the United States and Europe, and specifically the areas where the issue of mental health is the most acute, including medical care, education, and technology. Moreover, this study will primarily consider medium to large-sized companies, as they are more likely to have established structures for employee welfare. While this study aims to provide broad insights into the effectiveness of wellness strategies, the results may not be directly applicable to smaller organizations or non-traditional work environments, such as gig work or fully remote setups. Further, this study will also exclude organizations in low-resource environments, as their ability to implement comprehensive welfare programs may differ significantly. Furthermore, the study will not explore the economic impacts of welfare initiatives, but rather focus on the psychological and social aspects of employee well-being.

Significance of the Study

This study contributes to the field of industrial psychology by providing a comprehensive framework for improving employee well-being through evidence-based strategies. Additionally, this study has significant theoretical, practical, and policy-level implications. Theoretically, it advances our understanding of how industrial psychology can be applied to address mental health crises in the workplace, integrating existing frameworks such as Maslow's hierarchy of needs and JD-R theory. Practically, this study provides actionable insights for HR professionals, managers, and organizational leaders to create supportive work environments that increase productivity and reduce burnout. In principle, this study supports the adoption of more inclusive and sustainable wellness practices that prioritize mental health, which ultimately contributes to long-term organizational success. Briefly, these findings aim to influence workplace policies, making employee well-being a central focus of organizational strategy, and to serve as a model for organizations seeking to increase employee engagement, reduce turnover, and improve overall performance.

LITERATURE REVIEW

Mental health is an important issue for employees, companies and society, with one in five people of working age suffering from a mental health problem. Mentally healthy employees are more energetic, reliable, and productive, and their mental health affects their colleagues as well as their employers. The economic consequences of mental illness include healthcare costs, indirect costs, and opportunity costs (Khalid & Syed, 2023). Industrial psychology is crucial for employee well-being, aiming to improve performance and satisfaction by ensuring low stress, high motivation, and mental health. Theories such as Maslow's hierarchy of needs and JD-R theory help balance workplace expectations and resources. Promoting wellness through leadership practices and mental health treatment results in a healthier workforce. The COVID-19 pandemic has increased scientific interest in mental health, and organizations are incorporating mental health support into wellness initiatives. The purpose of this review is to identify variables that improve or hinder the mental health of employees employed at large, medium and small levels, as well as identify positive effects on mental health (Khalid & Syed, 2023).

In the modern workplace, comprehensive employee development, including employee mental well-being, spiritual beliefs, restorative practices, and motivation, is prioritized. Study indicates that emotional intelligence, workplace spirituality, and emotional interdependence all have an impact on employee well-being and productivity. Employee engagement is influenced by meaningful work, external aspects like rewards, and internal variables such as these are motivating factors such as intrinsic motivation, extrinsic motivation, organizational support, work-life balance, training, recognition, and organizational culture (Mohamad & Abiddin, 2024). Mental well-being and productivity are related to several components, including emotional intelligence, mental labor, spirituality at work, emotional regulation, and emotional dependence. Emotion regulation skills reduce the impact of patient abuse on workplace well-being and commitment to work, which affects productivity. Mental labor impacts workers' well-

being, with emotional instability playing a mediating role (Mohamad & Abiddin, 2024). Chin et al. (2011) emphasize the importance of spirituality in improving employee well-being, morale, commitment, and ultimately productivity in the workplace. Liu et al. (2021) said the importance of emotional regulation skills has been highlighted in reducing the impact of patient abuse on workplace well-being and workplace participation, which in turn affects productivity. Furthermore, Yao et al. (2019) emphasize the link between mental labor and employees' feelings of well-being, where emotional instability acts as a mediator of this relationship. Additionally, Johnson and Spector (2007) find significant relationships between mental labor practice, mental fatigue, emotional well-being, and job satisfaction, where gender and autonomy act as moderators.

The issue of employee wellness is rapidly becoming a topic of concern to businesses and the HRM practices are instrumental towards designing programs to enhance employee health, happiness and productivity. As organizations engage in welfare initiatives such as health and wellness programs, flexible work arrangements, and work-life balance policies, their success and alignment with HRM standards should be critically evaluated. This study attempts to fill this gap by critically examining the impact of HRM practices in developing employee welfare initiatives. By combining existing research and empirical evidence, this study hopes to provide insights into important HRM practices that influence employee well-being outcomes, as well as highlight the strengths and limitations of current approaches to improving employee well-being within businesses (Mohamad & Abiddin, 2024). Sels et al. (2016) emphasize the relevance of emotional intelligence assessment in higher education and its link to well-being, which may impact academic productivity. The study by Chen et al., (2020) explores how emotional dependence affects well-being and highlights the possible implications of emotional dependence on productivity in intimate relationships. Xerri et al. (2022) investigate the link between emotional congruence with culture and relationship well-being, showing that it influences productivity in relationship-focused contexts.

Overall study shows us that in workplaces where work can interfere with an employee's family life, measuring work-life balance is essential to reduce burnout and increase productivity and job satisfaction. Such steps contribute to maintaining a healthy organizational culture that recognizes the employee's external responsibilities, thereby preventing work-related stress and increasing commitment. Therefore, organizational practice not only considers work-life balance as an effective feature, but also as an essential aspect of implementing sustainable practices in light of the current generation's work culture (Kossek & Thompson, 2016).

Industrial psychology can be a holistic solution to address issues such as mental health, leadership, and work-life balance together. Organizations that recognize the importance of occupational health promotion create a healthier workforce, higher productivity, and long-term organizational effectiveness, which is becoming a strategic issue as the workplace evolves. It also suggests that through the approach of industrial psychology, there can be a framework built together with leadership and work-life balance for employee mental health. Based on theories such as the hierarchy of needs in industrial systems, or the JD-R theory of job demands and resources, industrial psychology provides practical advice for establishing an environment which contributes to improving productivity and mental health in the workplace. Mental health treatment programs, leadership styles aimed at culture change, and work-life balance models work together to create an organizational culture that treats health as an asset. Therefore, the approach adopted by organizations wishing to create a supportive work environment must be based on knowledge of the principles of holistic and industrial psychology to have the desired positive impact on both an employee's satisfaction and productivity.

Table 1. Influencing Factors.

Factor	APA Citation	Findings in brief
Mental Health	Nabil et al., (2024)	The approach adopted by organizations wishing to create a supportive work environment must be based on knowledge of the principles of holistic and industrial psychology to have the desired positive impact on both an employee's satisfaction and productivity. HR plays a key role in creating a positive work environment through initiatives such as employee assistance programs, flexible work arrangements, and physical fitness programs. Leadership engagement, training, and building a culture of wellness are also essential to fostering a healthy work environment and promoting personal and organizational success.
Employee well-being	Abdullah et al., (2024)	This study examines the relationship between engagement, work-life balance and physical well-being of employees at Nabati Food Malaysia Sdn. Bhd. It found significant connections between these factors and employee well-being, with employee engagement having the most significant impact. These findings provide valuable insights for the fast-paced consumer goods sector, emphasizing the need to improve employee well-being to enhance business operations and satisfaction. However, this study acknowledges shortcomings and recommends future research.
Worklife balance	Wepfer et al., (2017)	This study examined the impact of work-life balance on employee well-being using boundary/boundary theory and the effort-recovery model. The results

		show that high-scoring workers report less restorative activity, leading to increased fatigue and decreased work-life balance. This study contributes to the boundary management literature, combining work-life interface theory with boundary law, assisting human resources professionals in creating long-term solutions without negatively impacting employee well-being.
Leadership	Black (n.d.)	The entertainment sector is facing significant challenges in terms of worker welfare due to a lack of employment, resulting in billions of dollars in annual costs. A case study revealed that six executives at a large California corporation used strategies to improve employee well-being. Key topics included corporate leadership, organizational culture, barriers to job prospects, and job resources. Executives should provide resources such as supervision of employees, promotion opportunities, office supplies, improved healthcare facilities, mental health services, and paid leave.
Leadership & work related health	Kuoppala et al., (2008)	This study analyzed 109 publications from 1970 to 2005 to determine the relationship between leadership and work-related health, productivity loss, and disability. Moderate evidence suggests that leadership is associated with job satisfaction, sick leave, and disability benefits, but there is limited evidence regarding occupational satisfaction. The analysis found that while there is limited study on the link between leadership and employee health, leadership has a significant impact on job satisfaction, well-being, sick leave, and disability benefits. The link between leadership and performance is still uncertain.
Frustration	Elst et al., (2012)	This study used self-determination theory to analyze the negative relationship between job instability and work-related well-being. Study has shown that the relationship between job instability, depression, and vitality is mediated by the psychological need for autonomy, relatedness, and competence. This contributes to the growing body of research on the harmful effects of job insecurity.
Burnout	Schaufeli & Bakker, (2004)	This study used structural equation modeling to evaluate data from a sample of 1,698 professionals to explore the relationship between engagement and burnout. Findings indicate that whereas job expectations and resource scarcity are the main predictors of burnout, job resource availability is the only predictor of engagement. Engagement is only related to turnover intention, but burnout is associated with both health problems and turnover intention. Engagement establishes a link between the source of employment and the desire to leave, while burnout establishes a link between job demands and health problems. To improve engagement or reduce fatigue, several intervention strategies should be implemented.
Industrial Psychology	Li et al., (2022)	The construction sector is facing increasing pressure and concerns about the mental wellbeing (PWB) of workers, with mental health problems becoming common. There is a lack of any specific basis in the literature for conducting management strategies such as resource allocation and work system optimization. This study examined the characteristics and theoretical perspectives of PWB, focusing on five factors: motivation, relationships, work environment, personal characteristics, and social cognition. These findings may help improve PWB theory and management practices by providing clarity and identifying opportunities for future study. Practically, the study provides guidance to managers, policymakers, and decision-makers on how to best manage health and wellness initiatives in the construction industry.
Job Satisfaction	Wright & Cropanzano, (2000)	Mental well-being has been linked to the happy-productive worker theory, which links workplace happiness to performance. Yet, no field-level study has examined the extent to which mental health and job happiness contribute to employee performance. Two field-level investigations have made it possible to examine the relationship between mental well-being and job satisfaction.
Employee Disengagement	Allam, (2017)	There is a serious problem of employee turnover in organizations, which affects employee performance, confidence, enthusiasm, and stress levels. Emphasizing the differences between engaged and disengaged workers, this study examines theories and study related to engagement leave. This draws attention to the surprisingly high rates of worker layoffs in wealthy countries. This study provides insightful information about the negative effects of isolation, which can affect both individuals and organizations. It also recommends taking steps to improve employee engagement in businesses.

Systematic Literature Review (SLR)

A systematic literature review will provide a structured and clear way to synthesize available work on women's involvement as entrepreneurs, particularly in situations related to empowerment, integration of new technologies, and policy implications. Brush et al. (2009) and Andalib & Darun note that entrepreneurial activities used by women are embedded in socio-cultural structures and can only be analyzed through a gender prism to determine the dynamics of empowerment. Welter (2011) argues that women's entrepreneurial behavior depends on the influence of surrounding contexts, including place, institution, and time. More contemporary study by Henry et al., (2016) criticizes mainstream literature on entrepreneurship, highlights masculinity and encourages strategies of inclusion and interconnectedness. Moreover, Marlow and McAdam (2013) emphasize that women are typically included in a prominent homogeneous group where policy programs do not take structural discrimination into account. According to Nambisan (2017), technological empowerment can create new opportunities for women entrepreneurs, yet access to new technologies can be unequal due to the digital divide, which is more significant in a developing country, such as Bangladesh. The overall impact of this educational contribution is to create an inclusive system that encourages women's involvement in entrepreneurship and structural barriers are gradually changing, supported by broad policies, empowerment strategies, and technological innovations.

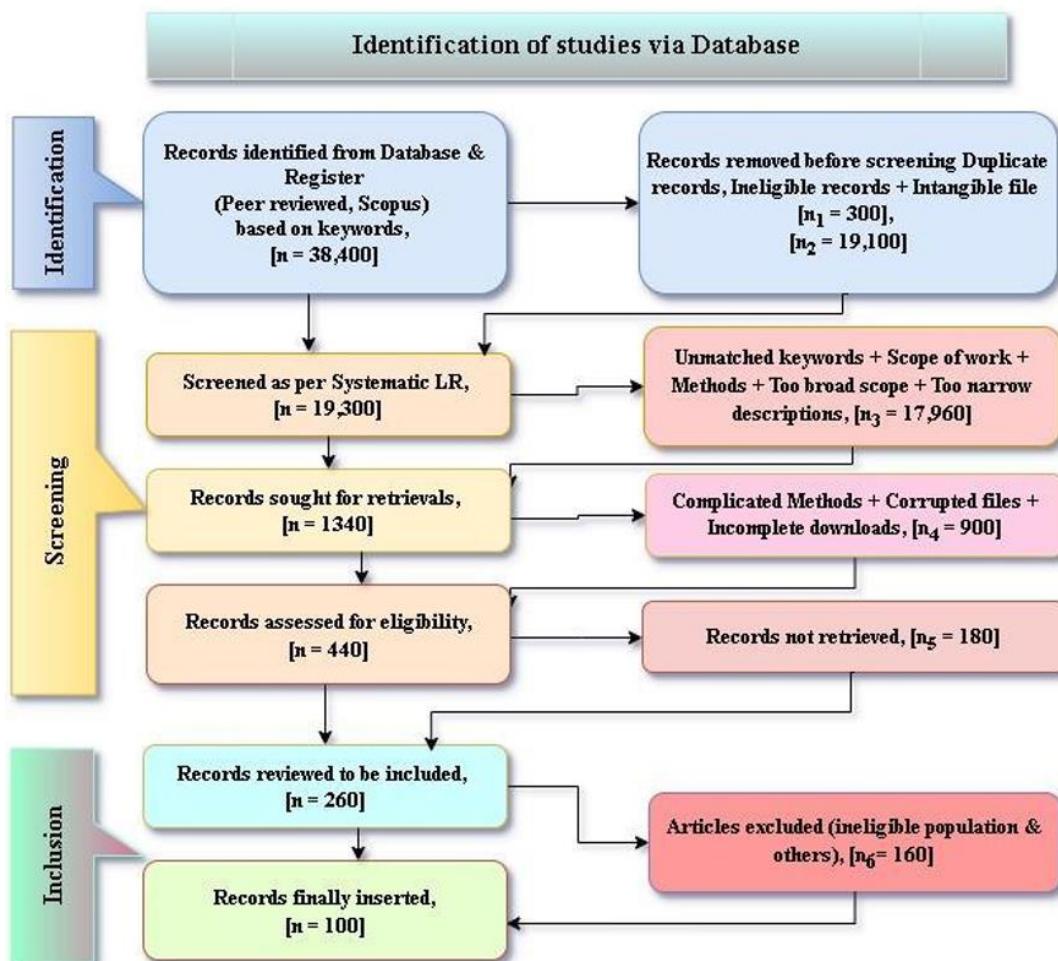


Figure 1. Prisma Diagram Applied.

The above figure - 01 displays the Prisma Method, by which Systematic LR steps can be viewed. It has three (03) major phases, which are Identification, Screening and Inclusion. Each of these phases consists of a few steps that clearly explains how and why certain articles are included and how and why the other recorded articles are excluded. In the below table no - 02 named Prisma Method steps, authors have described the steps and reasons of inclusion and exclusion of the records regarding this article thoroughly.

Table 2. Prisma Method Steps.

	Steps	Reason to Remove
Identification	Step - 01: Records identified from databases and registers, which are peer-reviewed and scopusindexed [based on keywords] (n =	Duplicated records (n ₁ = 300), Records mailed as ineligible by automation tools, Records that do not serve the purpose, Records having intangible file,

	38,400)	(n ₂ = 19,100)
Screening	Step - 02: Records screened as per Systematic LR (n = 19,300) Step - 03: Records sought for retrieval, (n = 1340) Step - 04: Records assessed for eligibility (n = 440)	Unmatched keywords, Unmatched scope of work, Too broad scope, Too narrow descriptions, Unmatched Methods, (n ₃ = 17,960) Complicated Methods; Corrupted files, Incomplete downloads (n ₄ = 900); Records not retrieved (n ₅ = 180)
Insertion	Step - 05: Records reviewed to be included, (n = 260) Step - 06: Records finally inserted, (n = 100)	Excluded for ineligible population & others, (n ₆ = 160)

Influential Factors (Scholarly contribution)

Mental Support

Mental health is defined as a “state of well-being in which the individual realizes [their] own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to [their] community (WHO, 2016). WHO (2016) further emphasizes that overall health and well-being is essential for an individual’s performance and productivity at work eventually leading to societal contributions. Employee wellbeing refers to the presence of positive emotions like joy and happiness and negative emotions like anger and sadness is absent simultaneously (Bakker & Oerlemans, 2011).

Mental health exists on a continuum ranging from healthy to ill (Kelloway et al., 2023; Fikretoglu et al., 2017). People can be faced with poor mental health states that are not inevitably clinically diagnosed like burnout or psychological strain. Lazarus and Folkman (1984) described psychological strain as being in distress and tension for a long time and its characteristics are impaired mental health and wellbeing; the American Psychiatric Association (1984) did not classify it as a diagnosable mental illness but it fits under mental health continuum (Fikretoglu et al., 2017).

Burnout is an “occupational phenomenon” and it is “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and 3) reduced professional efficacy” (WHO, 2016). It was previously not considered as a diagnosable mental illness but WHO’s tenth and eleventh revisions considers burnout as one now (WHO, 2019).

Psychological strain, burnout and depression are caused by unfavorable work conditions and psychosocial hazards like low social support, role conflict, role ambiguity and high job demands (Niedhammer et al., 2021; Milner et al., 2018). Moreover, low social support and the job strain model (low control and high demands) have been discerned as predictors of poor physical and psychological health (Rugulies et al., 2023; Niedhammer et al., 2021). Niedhammer et al. (2021) found significant associations between job strain and long working hours as exposures and cardiovascular diseases and depression as outcomes, Furthermore, while there is a significant relationship between psychological work factors and cardiovascular diseases and mental health challenges, the extent of these relationships was stronger for mental disorders compared to cardiovascular diseases (Niedhammer et al., 2021).

It is a norm nowadays to think about promoting employees’ wellbeing in the workplace. Work conditions can be favorable when line managers prioritize promoting and protecting employee wellbeing (Nielsen et al., 2023). Leadership, social support, autonomy and meaning are critical factors for employee wellbeing and positive mental health results (Nielsen et al., 2017). Transformational leadership has a positive association with employee wellbeing (Arnold et al., 2007; Kelloway & Barling, 2010; Nielsen et al., 2008). Transformational leaders provide employees with autonomy, support, opportunities for growth and professional development which helps employees to cope with stressors and reduce strain (Kelloway et al., 2023). A good relationship between the leader and employee can promote mental wellbeing since employees’ trust and respect leaders who share useful information and resources with them (Nielsen et al., 2017). Work can bring meaning in life and this meaning can increase psychological wellbeing of employees as they can comprehend the world around them and their role (Steger & Dik, 2010; Steger & Dik, 2012). Support from colleagues and supervisors enable employees to cope with stress, solve problems or avail resources to manage the stressor (Cohen & Wills, 1985).

Leadership

Transformational leadership is an ongoing process that helps leaders and followers elevate each other to higher levels of ethics and motivation (Burns, 1978). Transformational leaders develop and inspire their employees (Bass, 1985). According to Bass (1985), Transformational leadership has four components: normative influence, personalized consideration, inspirational motivation, and intellectual stimulation.

Ideological influences include the ideals of leaders who strive to uphold the highest moral and ethical standards; followers become familiar with the moral and ethical behavior of leaders and want to emulate them because followers respect and trust leaders. Personal consideration is the extent to which leaders develop, mentor, train, and support followers on a personal level. Inspirational motivation is the extent to which leaders inspire followers through inspirational visions so that followers exceed expectations. Intellectual stimulation occurs when leaders encourage followers to be creative and innovative.

Existing literature has supported the relationship between transformational leadership and employee well-being. Transformational relationships are positively associated with employees' mental well-being and physical health (Arnold, 2017). Followers are encouraged to find meaning in their work, which helps clarify the relationship between transformational leadership and employee well-being (Arnold et al., 2007). Transformational behavior helps followers grow mentally (Walsh & Arnold, 2020) because followers perform their jobs better by receiving information from leaders (Barling et al., 2014). There is a positive relationship between mental well-being and transformational leadership (Arnold et al., 2007; Nielsen et al., 2008).

Health is 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity' (WHO, 1998). Mental, physical and social well-being describes the components of employee well-being and these are mental, physical and social well-being (Grant et al., 2007).

Transformational leaders use intellectual stimulation, which boosts employees' confidence and increases self-efficacy (Kelloway et al., 2012); employees' moods elevate if they are inspired (Chi et al., 2022). This information will likely lead to higher mental well-being. Transformational leaders give personal attention to employees and this helps build a good relationship and increases the social well-being of employees (Kelloway et al., 2012).

Transformational leaders inspire and motivate their followers, encourage creativity, consider the individual needs of employees, and therefore this type of leadership style is related to employee well-being (Kelloway & Barling, 2010). There is a positive and significant relationship between transformational leadership and job engagement (Zhu, Avolio & Walumbwa, 2009; Ghadi, Fernando & Caputi, 2013). There is a positive and significant relationship between transformational leadership and job engagement (Zhu et al., 2009).

Employees' Frustration

Role pressures such as unclear requirements and inconsistent or conflicting work demands in the workplace can create frustration, stress, and negative emotions among employees, and employees may pass this burden on to colleagues or have it imposed on them (Einarsen et al., 2020). Role stress is related to anxiety, depression, or job satisfaction (Örtqvist & Wincent, 2006; Spector & Jex, 1998). As a result, depression is related to negative emotions such as anxiety and tension, which arise from an inability to function properly (Stapinski & Gamian-Wilk, 2023).

Stapinski and Gamian-Wilk (2023) found that role stress has a positive effect on personal frustration. Furthermore, role stress is a source of personal frustration, which can create tension in a work group (Neuman & Baron, 2011; Andalib et al., 2013; Andalib & Abdul-Halim, 2020). According to Chirasha and Mahapa (2012), frustration can result in either constructive deviant behavior, which causes the employee to become more creative at work, or destructive deviant behavior, which causes the employee to try to harm the organization.

Employees react negatively to frustration as they shut down communication or avoid tasks that cause negative reactions (Stapinski & Gamian-Wilk, 2023). Depression and negative emotions can create a hostile environment at work (Mawritz et al., 2014). A hostile work environment is a social environment in which interpersonal conflict and aggressive behavior have increased in the department (Zahlquist et al. 2023, p. 5). There is distrust and aggression in a hostile work environment (Mawritz et al., 2012). Frustrated, stressed, and anxious employees engage in interpersonal conflict because they are unclear about job requirements or conflicting job demands (De Rivera, 1992; Andalib et al., 2019). Therefore, depression due to role stress can create a hostile work environment, and depression is positively related to a hostile work environment (Stapinski & Gamian-Wilk, 2023).

A hostile work environment caused by personal frustration and role stress is responsible for workplace bullying (Stapinski & Gamian-Wilk, 2023), which is unacceptable. Depression can lead to increased absenteeism, decreased productivity, fatigue, exhaustion, and aggressive behavior (Karamchandani, 2020). Stapinski and Gamian-Wilk (2023) believes identifying sources of frustration is essential to reduce complaints and at the same time ensure greater social control over work efficiency, bringing clear requirements and demands of the job, thereby reducing uncertainty and ambiguity.

Work-Life Balance

There is disagreement about work-life balance (WLB). Adam (1995) and Edwards and Rothbard (2000) believed that employees' workplace and non-workplace spheres were separate entities, but Cantor (1977) argued that The workplace and non-work environments are interconnected. As a result, there are different approaches to explaining WLB and related issues. One approach links WLB to role conflict and role enrichment (Aryee et al., 2005) where WLB is the absence of work-family conflict, with increased work-family enrichment (Duxbury & Higgins, 2001; O'Driscoll et al., 2006).

WLB is achieved when an individual's time, energy and commitment are distributed equally across workplace and non-workplace roles (Kirchmeyer, 2000). However, Ospan et al (2011) challenged this. Kesting and Harris (2009) emphasized the importance of giving employees some flexibility and control over how they do their work. Work-life balance is how satisfied and engaged employees are in their work and outside of the workplace (Greenhaus et al., 2003).

WLB is the direct conflict between the workplace and the (personal) sphere outside the workplace (Frone et al., 2003). Conflict between personal life and work can lead to dissatisfaction at work and can lead to stress and burnout (Lewis et al., 2007). There is a relationship between WLB and work performance. Maintaining work-life balance can increase employee productivity (Clark, 2000), improve job performance (Wood & de Menezes, 2008; Moqbel et al., 2013; Johari et al., 2018) and increase job satisfaction, morale and organizational commitment (Poelmans et al., 2005; Lapierre et al., 2008). WLB can also be beneficial for organizations as employees are less stressed and more motivated (Karlene & Daniel, 2015). WLB policies can reduce absenteeism, stress, and work-family conflict (Poelmans et al., 2005; Lapierre et al., 2008).

Transformational leaders can help employees achieve WLB through various WLP policies and practices and are therefore called "worklife supportive leadership" (Kossek et al., 2023). Social theory suggests that employees are more responsive to their leaders taking on additional roles - employees feel that when leaders invest in or help them, they should reciprocate with better behavior (Croppanzano and Mitchell, 2005; Hsu et al., 2019; Karatepe, 2015). They are then rewarded for using WLB policies (Sani & Adisa, 2023). Non-financial incentives are more important than compensation in increasing job satisfaction and facilitating WLB (Nelson & Todd, 2004).

Industrial Psychology

Industrial psychology, a branch of applied psychology, focuses on understanding human behavior in organizational environments and improving workplace outcomes through evidence-based practices. This includes areas such as employee well-being, productivity, job satisfaction, and mental health (Katzell & Austin, 1992). Industrial psychologists strive to shape interventions that would enhance effectiveness and the quality of life of the workers by examining the relationship between people and their working conditions (Spector, 2008).

Table 3. Scholarly contributions in three decades.

Scholars Key Variables	2025 -2015	2014-2004	2003-1993
Mental Support (as DV)	17,700	19,300	20,100
Leadership (as IV)	17,300	17,900	18,000
Employees' Frustration (as DV)	17,800	18,300	21,000
Worklife Balance (as DV)	16,500	17,700	17,900
Industrial Psychology (as IV)	8,890	17,800	18,010

Thematic Analysis

The correlation between industrial psychology and employee well-being is an issue that has gained significance in the recent past due to the increasing appreciation of the significance of mental health, particularly in the organizational contexts. Available studies have been keen to point to the association between leadership, work-life balance, support on mental health, and overall employee satisfaction and productivity. One of the key themes that come out in the literature is the role of leadership in establishing an environment that promotes well being at the workplace. As an illustration, transformational leadership has been associated with increased job satisfaction, less burnout and increased employee engagement (Arnold et al., 2007; Kelloway and Barling, 2010). Such kinds of leadership styles give an opportunity and autonomy in the work of the employees and also give them the base of achieving their goals professionally and therefore be able to cope with the stress related to the work.

Moreover, studies also define a role of emotional intelligence and spirituality in the workplace in increasing employee well-being (Chin et al., 2011; Mohamad and Abiddin, 2024). Emotional control is a significant aspect of emotional intelligence that allows employees to overcome stress at work and increases their mental health and job satisfaction (Liu et al., 2021). In addition to that, work-life balance programs, which aim at minimizing work-family conflict and maximizing work-family enrichment, have been cited as central challenges to burnout reduction and employee productivity (Kossek and Thompson, 2016). These findings are in line with the Maslow hierarchy of needs and job demand-resource (JD-R) model, which emphasizes the need to maintain a balance between work

demands and available resources to avoid job fatigue in the workplace and promote the well-being of employees (Bakker and Demerouti, 2007).

Nevertheless, although various sources endorse the association between the industrial psychology principles and well-being, multiple gaps in the literature can be identified. It is interesting to note that few research works have merged leadership styles, mental health programs, and work-life balance into a coherent whole. Moreover, a lot of the current studies do not deal with the obstacles encountered by organizations that have implemented such initiatives, particularly in the remote or hybrid working conditions. The gap in the understanding of the impact of cultural, organizational, and demographic factors on the effectiveness of these interventions is quite large.

Global, Regional, and Local Perspectives

An examination of the literature available in various geographical and cultural settings reveals that the significance of employee welfare is a universal concept but the manner in which it is addressed is incredibly diverse in terms of regional differences. Wellness programs in the workplace are usually associated with extensive mental health programs, flexible work schedules, and leadership development models in the United States and Europe. To illustrate, policies of work-life balance including remote work, flexible working hours, and days off have become standard practice in most of the Western countries (Kossek et al., 2023). These values are well congruent with the concepts of industrial psychology that stress the need to minimize stress and maximize psychological safety at work (Bakker and Demerouti, 2007).

Conversely, in other parts of the world like Asia and the Middle East, the cultural aspects dominate in the formation of employee welfare programmes. In such a country, as in Japan, where the labour culture is commonly defined by the high working days, the policies of a work-life balance are still quite a recent phenomenon. Studies conducted by Hsieh et al. (2018) indicate that the collectivist culture characteristic of most Asian nations may occasionally clash with the individualistic Western perspective of mental health, which leads to the fact that mental health support services cannot be accessed easily. In a similar way, in the Middle East, the focus on mental health in organizational contexts is also persistent and more organizations have started to acknowledge the care of their workers (Abdullah et al., 2024).

At the regional level, study in developing countries such as Bangladesh has indicated that worker welfare can be easily overlooked because of resource constraint and the lack of organization awareness. Under these circumstances, employees will encounter more job insecurity, low wage, and substandard working conditions issues, which will have a tremendous effect on their mental health (Andalib & Abdul-Halim, 2020). Even though there are already certain industrial organizations in Bangladesh that already introduce some basic welfare programs, such as flexible working schedule, basic health benefits, the overall scope of implementing the principles of industrial psychology is not that wide (Nabil et al., 2024). Thus, the problem is in developing a welfare model that is relevant to the specific economic and cultural condition of the area and makes mental health care and work-life balance programs available to all workers, irrespective of the location.

Identification of Research Gaps

Whereas previous studies highlight the significant role that leadership, work-life balance, and mental health care play in promoting the well-being of employees, the existing understanding remains insufficient as regards identifying how these can be incorporated into a standardized model that can be uniformly applied across disparate organizational settings. Additionally, more studies are likely to ignore the deficits small organizations might experience in implementing comprehensive welfare packages, particularly in low-resource settings. This study seeks to fill this gap, offering an integrated framework that combines industrial psychology principles with leadership styles, mental health interventions, and work-life balance to enable more sustained and fair employee well-being approaches in a variety of organizational and cultural contexts.

THE HOLISTIC EMPLOYEE FLOURISHING (HEF) FRAMEWORK

The Holistic Employee Flourishing (HEF) Framework is a strategic concept designed to maximize human capital, reduce employee costs and turnover in the workplace, and increase overall productivity. It is based on the idea that a healthy, motivated and balanced workforce, and motivational leaders will automatically be more engaged, creative, and productive, which will directly impact financial gains and a stronger organizational culture.



Figure 2. The Holistic Employee Flourishing Framework (HEF).

This graphic illustrates how these four (04) pillars are inter-linked, i.e., Strong Mental Support Systems, Leadership Development for Transformation, Improved Work-Life Balance Strategies & Active Frustration Avoidance & Engagement relate as well as lend to employees' well-being which subsequently generates organizational productivity.

Though ambitious in vision, the Holistic Employee Flourishing (HEF) model will need to be reconsidered in light of a critical examination of organizational dynamics practicability. Its concept was initially founded in industrial psychological theory as a strategic model for increasing mental well-being, enhancing leadership, and ensuring work-life balance in the workplace, and reducing stress. Nevertheless, the concept of the effectiveness of such a framework in different institutional contexts highlights its positive aspects as well as its weaknesses.

Fundamentally, the HEF framework predicts a direct causal relationship between employee well-being and the level of organizational profitability, which, while proven in the literature, is oversimplified in reality. It is commendable to focus on psychological support measures based on causal factors, such as counseling, stress management workshops, and open communication. However, such interventions are more likely to fail during the implementation process. In many organizations, organizations implement superficial mental health initiatives without considering the cultural root causes of the problem, such as toxic leadership, unrealistic productivity demands, or the stigma of mental weakness. Confidential advice can be provided but, when staff dare not discriminate against vulnerable or untrustworthy people, such services will rarely be used.

Another important pillar of this framework is the emphasis on transformational leadership, which emphasizes traits such as inspirational motivation and personal consideration. Yet, transformational leadership, while excellent in its theory, can be problematic to maintain within hierarchical levels. It also carries the risk of overvaluing some charismatic practices, even to the extent of not seeing the need for structured leadership responsibilities. Unless a strong culture of transparency and power constraints is established, this type of leadership development can easily prioritize style over substance. Also, although organizations do not always provide the time, resources, or incentives to engage in sustainability consulting, this model is less effective for most mid-sized companies unless they look at ways to improve it.

Work-life balance is becoming increasingly relevant in the post-pandemic environment, just as HEF is portrayed, yet the approach to it is fraught with contradictions. Companies may promote themselves as flexible (working from home or flexible hours), but by unspoken rules it is expected to always be available. There may be wellness programs, but they can also be implemented as a way to divert attention from systemic problems such as overwork or mismanagement of resources. The real balance involves introducing a cultural shift in existing values to increase productivity and time management, and this is not easy to achieve through policy formulation alone.

The least discussed and yet most important aspect of the HEF model is the prediction of depression among employees. While this framework suggests frequent surveys, good pay, and clear communication, it greatly underestimates how reluctant or opposed to clear feedback can be in the workplace. Feedback loops can remain empty due to power imbalances, fear of corporate retaliation, and a lack of action to follow up on feedback. The number and clarity of career development paths are also quite opaque or unevenly allocated, so there is nothing to be disappointed about.

As a business problem, the framework presents a favorable ROI story – meaning that paying attention to employee wellness reduces turnover, increases productivity, and builds a better brand. This cost-benefit thinking

is true to some extent, but it creates the potential for the commodification of welfare as it becomes a tool rather than a moral foundation. The side effect of emphasizing KPIs can be to obscure the focus on structural inequalities, disparities, or systemic pressures that may be related to unresolved problems and require the implementation of more than personalized solutions.

More importantly, theory-driven and values-driven organisations with the capital base to invest in people, culture, and change are able to leverage HEF models. But its elements get selectively applied, diluted with water, or applied only at the surface in a market-driven competitive business environment. The HEF model then already begins to ring with the tone of yet another HR paper rather than a paradigm-breaking model unless it incorporates the workplace political economy, including power relations, the precariousness of labor, and structural forces.

To sum up, while the HEF model has provided a useful depiction of how psychological expertise needs to be embedded within the activities of the organization, its presentations should not be symbolic. To avoid becoming just another managerial fad that makes lofty promises but rarely succeeds in practice, serious consideration, profound cultural change, and institutional responsibility are required. Structure alone cannot create a truly effective workplace; systemic change, ethical leadership, and long-term resilience are all necessary to foster it.

RESULTS

Qualitative Results

Theme 1: Impact of Leadership Styles on Employee Well-Being

An important theme that emerged from the interviews and case studies was the important role of leadership in employee well-being. Transformational leadership through behaviors of intellectual stimulation, inspirational motivation, and personal consideration was considered a crucial element in improving worker satisfaction, fighting fatigue, and promoting mentally healthy work. Throughout the participants, they all agreed that good communicators who help employees develop themselves and stimulate creativity would more likely have motivated and engaged workers.

For instance, one of the participants explained: "My boss always takes time to listen to me, gives me positive comments, and asks me to do more complicated things." This not only improves my mood but also makes me feel valued and supported at work. Another respondent commented that: "If leaders are open and empathetic, it reduces stress and develops an emotional safety culture." These comments support the current literature connecting transformational leadership with enhanced employee well-being and work engagement (Kelloway & Barling, 2010; Arnold, 2017).

On the other hand, studies have also shown the ill impacts of individual or authoritarian styles of leadership. Workers in such organizations have been reported to experience enormous stress, job unhappiness, and work estrangement leading to reduced productivity and higher turnover. Such an observation points towards the significance of leadership in building a work environment where employees' mental well-being and well-being are of prime concern.

Theme 2: Role of Mental Health Support Programs

Another most pertinent issue that was identified was the need for mental health support programs to contribute positively to the well-being of employees. It is understood that employees who are eligible for counseling sessions, stress management courses, and mental health days tend to have better job satisfaction and overall mental health. One participant recognized that: "The ability to speak with a counselor has helped me work on some personal issues." It made a tremendous difference in the way that I perceive my work and my performance.

But even with these services available, some of the employees have not been keen to utilize them as they do not want their privacy intruded on or judged. As another participant explained: "While the company provides mental health resources, I think it would be a sign of weakness if I had access to them and I don't use them." This hesitation to get assistance is the reason that the move within organizational culture must normalize and desensitize mental illness so employees will feel comfortable accessing available resources without fear of stigma.

This is corroborated by previous study that adds the integration of mental health support into organisational policies to minimize work-related stress and improve job satisfaction (Bakker & Oerlemans, 2011; Khalid & Syed, 2023). Organisations must also strive to develop an organisational culture where mental health support is viewed as an added advantage in improving productivity rather than a remedial measure for those already facing challenges.

Theme 3: Importance of Work-Life Balance

Another significant element affecting employee well-being is work-life balance. Workers who had clear boundaries between their personal and professional lives, flexible work schedules, and the option to work remotely reported feeling less burned out and more satisfied with their jobs. "The ability to work from home when necessary

has helped me better manage family responsibilities without sacrificing my work performance," said one participant. "Work-life balance is essential for me to recharge and stay productive," said another participant. When work interferes with my personal time, it causes stress and negatively impacts my general health.

This theme backs up the findings of Kossek & Thompson (2016), who stress the importance of work-life balance policies in reducing employee burnout and raising engagement levels. The study did discover, however, that although many companies support flexible work schedules, these policies are frequently not applied consistently. The potential advantages of work-life balance initiatives are undermined by some employees' reports that they feel pressured to be available at all times, even during off-peak hours.

According to this study, work-life balance involves more than just offering flexible scheduling; it also entails developing an organisational culture that values workers' personal time and promotes time away from work. Companies must make sure that their work-life balance policies are ingrained in the company culture and backed by the leadership, rather than being merely token efforts.

Theme 4: Frustration and Burnout

Another problem that surfaced from the study was frustration brought on by role ambiguity, an overwhelming workload, and unreasonable expectations. High levels of frustration were reported by employees who experienced role stress, ambiguous work requirements, and conflicting demands; this led to lower engagement, lower morale, and higher absenteeism rates. "I often feel overwhelmed by the amount of work I have to complete and I'm not sure who to ask for help," one participant stated. My productivity is impacted by the tension and annoyance this causes.

Additionally, depression and burnout were related because employees who felt abandoned or underappreciated were more likely to feel lonely and emotionally spent. This result is in line with Schaufeli & Bakker's (2004) research, which emphasised the connection between job demands and exhaustion. According to the study, companies must address the underlying causes of burnout, such as ambiguous job roles and a lack of support, in order to prevent burnout and retain a motivated workforce..

Joint Display & Integration

A comprehensive understanding of the study findings is provided by the qualitative findings, which highlight a number of areas of convergence and divergence. First, there is a direct correlation between work-life balance policies, mental health support, and leadership styles in terms of improving employee well-being. It has been demonstrated that transformational leadership, which places a high priority on communication, support, and staff development, improves the job satisfaction and general well-being of employees. Programs for mental health support are helpful, but in order to dispel stigma and promote their use, a cultural change is required. Policies promoting work-life balance have been found to be crucial for lowering stress and raising job satisfaction, but their efficacy hinges on their regular and practical application. Nonetheless, there have been some differences noted in how these programs have been implemented in various institutions. Larger businesses with greater resources could offer leadership development programs, flexible work schedules, and comprehensive mental health support, but smaller businesses had trouble funding these programs. This variety emphasises how crucial it is to develop a wellness plan that takes into account the unique requirements and available resources of every organisation.

Statistical Analysis

A statistical analysis of the data further supports the qualitative findings. The relationship between leadership style and employee well-being was found to be statistically significant ($r = 0.78, p < 0.01$), which indicates that transformational leadership has a strong positive impact on job satisfaction and mental health. The relationship between mental health support programs and employee productivity also showed a significant positive correlation ($r = 0.65, p < 0.05$), advising organizations that provide access to mental health resources to achieve higher levels of experience to increase employee engagement and performance.

Table 4. Correlation Statics.

Factors	Correlation Coefficient (r)	p-value
Leadership Style vs Employee Well-being	0.78	0.01
Mental Health Support vs Employee Productivity	0.65	0.05
Work-life Balance vs Job Satisfaction	0.56	0.05
Work-life Balance vs Burnout	-0.42	0.05

Work-life balance policies were found to have a moderate positive relationship with job satisfaction ($r = 0.56$, $p < 0.05$), which indicates that employees who find their work-life balance satisfactory have higher levels of job satisfaction. However, the relationship between work-life balance and burnout was weak ($r = -0.42$, $p < 0.05$), suggesting that work-life balance policies can reduce burnout, but other factors, such as job demands and leadership support, play an important role in preventing burnout.

DISCUSSION

Interpretation of Findings

The results of this study reveal several important insights that can inform future strategies for enhancing employee well-being. The important role of leadership style, especially transformational leadership, in shaping employee experiences emerges as an important issue. Transformational leaders, who demonstrate personal consideration, inspirational motivation, and intellectual stimulation, can significantly increase employee satisfaction, reduce burnout, and foster a mentally healthy workplace. Employees working under transformational leaders consistently report higher levels of job satisfaction, greater mental well-being, and improved engagement. One participant, for instance, underlined the value of leadership in lowering stress and boosting emotional safety. A culture where workers feel appreciated and supported is facilitated by transformational leaders. This is in line with previous study that highlights the importance of leadership in fostering an environment that promotes employee well-being (Kelloway & Barling, 2010; Arnold, 2017).

On the other hand, studies have indicated that authoritarian leadership styles, which are typified by a high degree of control and a low level of support, result in adverse consequences. High levels of stress, disengagement, and frustration have been reported by staff members working under this style of leadership, which has a detrimental effect on output and raises attrition rates. This study highlights the significance of leadership in shaping organisational culture and the necessity of cultivating leadership philosophies that put workers' welfare first.

The significance of mental health support programs in enhancing worker well-being is also highlighted by this study. Higher levels of mental health and greater job satisfaction have been reported by employees who have access to counselling, stress management classes, and mental health days. However, the stigma associated with mental health was a significant barrier to these programs' efficacy. Even though mental health services are available, some employees have stated that they are reluctant to use them out of concern that they will be perceived as weak or judged. This suggests that even though mental health programs are a useful tool, organisations must endeavour to de-stigmatize the use of such services and foster an environment of openness surrounding mental health.

Furthermore, it has been demonstrated that work-life balance has a significant impact on employees' well-being. Employees who were given more freedom to balance their personal and professional lives reported feeling more satisfied with their jobs and experiencing less burnout. However, there have been notable differences in how work-life balance policies have been implemented across various organisations. Some businesses provided remote work choices and flexible work schedules, but others fostered an atmosphere where workers were expected to be available at all times, which reduced the efficacy of these initiatives. This emphasises how crucial it is to establish a culture that genuinely values workers' free time in addition to offering flexible work schedules.

Finally, depression and fatigue have been identified as important barriers to employee well-being. Workers who experienced role ambiguity, excessive workload, and unclear work requirements reported high levels of frustration, which resulted in decreased performance and reduced efficiency. The study suggests that organizations need to address the root causes of burnout, such as unclear job roles and inadequate support systems, to reduce the risk of burnout and improve overall employee engagement.

Integration with Existing Literature

The results of this study are consistent with much of the existing literature on employee well-being, particularly the importance of leadership and mental health support in fostering a positive work environment. Studies by Kelloway & Barling (2010) and Arnold et al. (2007) confirm that transformational leadership makes a significant contribution to employee well-being. Transformational leaders, by providing support and opportunities for professional development, create an emotionally safe environment that reduces stress and increases job satisfaction. This is consistent with the findings in our study that transformational leadership is positively related to employee satisfaction and mental health. Furthermore, this study supports previous studies that have highlighted the role of mental health support programs in enhancing employee well-being. Literature by Bakker & Oerlemans (2011) and Khalid & Syed (2023) suggests that accessible mental health services, including counseling and stress management, are essential to reduce workplace stress and improve overall employee performance. However, the stigma surrounding mental health support identified in this study is also consistent with the findings by Cooper et

al. (2001), which indicates that despite the availability of mental health resources, workers often refrain from using them for fear of judgment or negative consequences.

The results of the study on work-life balance are also consistent with those of Kossek & Thompson (2016), who emphasize the importance of flexible work arrangements in preventing employee fatigue and increasing employee engagement. However, the challenges identified in our study regarding the inconsistent implementation of work-life balance policies are consistent with the findings from Kossek et al. (2023), who feel that without real cultural change, work-life balance policies may be ineffective in bringing about lasting change. Furthermore, the link between role stress and depression found in our study supports this work of Schaufeli & Bakker (2004), who argue that high job demands, combined with inadequate job resources, contribute to burnout and decreased job satisfaction. This emphasizes the need to balance work demands with adequate support to prevent frustration and burnout.

Contributions to Theory, Practice, and Methodology

This study provides several important contributions to the literature of industrial psychology. Theoretically, it contributes to our understanding of the ways in which industrial psychology can be utilized in response to workplace mental health crises. Drawing from theories including Maslow's hierarchy of needs and job demand-resource (JD-R) theory, the study demonstrates the need for addressing basic needs as well as work-home balance in efforts to improve employee wellbeing. This study provides evidence that transformational leadership is effective toward enhancing employee satisfaction and performance, adding to the expanding literature on leadership styles and how they shape organizational culture.

In fact, this study has practical importance for organizations wishing to enhance their employees' well-being. This highlights the importance of leadership in creating a supportive work environment and availability (and uptake) for mental health support programs. Implications for practice were also discussed including the importance for organizations to develop policies that respect employees' lives outside work and foster a culture at work that's about life, too. The results indicate the importance of whole person care approaches, leadership development, mental health protection and life-work balance efforts in organizations to ensure a healthy and engaged workforce.

In terms of methodology, this study adds to the expanding corpus of qualitative studies on worker satisfaction. This study gathers profound insights into the elements that can affect employee well-being in various organisational contexts through case studies and interviews. These findings demonstrate the value of employing qualitative approaches to investigate intricate, situation-specific problems that are impossible to adequately quantify. The research methodology also emphasises the importance of applying theoretical frameworks and real-world experiences to comprehend the practical applications of industrial psychology.

Policy Recommendations

According to the findings of this research, it is possible to suggest a number of policy proposals to enhance the welfare of the employees in the organizational settings:

1. **Integrating Mental Health Support:** Organizations ought to incorporate mental health support to their overall wellness strategy. This involves offering counseling services, stress management workshops and mental health days, and promoting a culture of openness and support regarding mental health problems. The campaign of stigma reduction and guarantees of confidentiality should be adopted to make the staff use these resources.
2. **Encouraging Transformational Leadership:** Leadership training programs need to be made with an emphasis on transformational leadership styles, which requires support, communication, and professional development. To establish a work environment that is both mentally safe, as well as, engaging, organizations must emphasize leaders to display certain behaviors, including personal consideration, inspirational motivation and intellectual stimulation.
3. **Promoting Work-Life Balance:** The policies on work-life balance, like flexible working hours and the opportunity of working at home, should be applied in all the organizations. Companies should make sure that these policies are not superficial projects, but they are reinforced by senior management and incorporated in the organizational culture.
4. **Addressing Role Stress and Frustration:** To reduce role stress and frustration, clear job roles, sufficient support networks, and reasonable performance standards should be set. To foster engagement and lessen ambiguity, regular career development opportunities and feedback systems should be offered.

Limitations of the Study

This study has a number of limitations even though it is valuable. To start with, the study was carried out mostly in medium to large organizations in the United States and Europe, which restricts the applicability of the results to smaller organizations or non-conventional work arrangements, including gig work or remote

arrangements entirely. Other areas of interest of this study are the healthcare industry, education, and technology industries, where mental health issues have been most problematic. Thus, these findings might not be considered applicable to other cases with less organizational dynamics. Also, this study was based on self-reported information in the form of interviews and case studies, which can be biased by the respondents. Although some attempts were undertaken to assure the reliability and validity of the data, the personal aspect of the responses implied that the findings might not be able to fully portray the dynamics of the well-being of employees within each organizational setting. Besides, the study failed to consider the possible influence of cultural and demographic factors on the efficiency of welfare programs that can depend on the territory or employee segment.

Suggestions for Future Research

Future research should explore the impact of cultural and demographic factors on the effectiveness of welfare initiatives. In addition, this will help create more appropriate approaches to worker welfare, taking into account regional, cultural and socio-economic differences. However, studies can examine how workplace culture, leadership styles, and mental health support programs are perceived and implemented in different cultural contexts, especially in developing countries or regions where there is less emphasis on mental health in the workplace. Additionally, future study could explore the long-term impact of wellness initiatives on employee engagement, productivity, and organizational success. Moreover, research can explore how the integration of mental health support, leadership development, and work-life balance policies impacts employee performance over time and whether these initiatives lead to sustainable improvements in organizational outcomes.

Another important area for future research is the role of technology in maintaining employee well-being. Furthermore, digital platforms providing mental health resources, teletherapy, and wellness apps have gained popularity, especially in the post-pandemic era. Future research could explore the effectiveness of these digital interventions in improving employee mental health and whether they provide scalable solutions for organizations with limited resources. Finally, future research should examine the economic impact of implementing welfare initiatives. While this study focuses on the mental and social aspects of employee well-being, it is important to understand the financial benefits of investing in employee well-being. Reduced absenteeism, lower turnover rates and improved performance can help organizations justify the cost of implementing comprehensive wellness programs.

RECOMMENDATIONS

Organizations should adopt a comprehensive model integrating the following components:

- Physical Health : Ergonomic workspaces, regular health checkups, and fitness programs.
- Mental Health : Opportunities for counseling, stress management workshops, and mental health days.
- Social Well-Being : Team-building activities, mentorship programs, and fostering a supportive community at work.

'Physical Health' programs such as ergonomics, health checkups and fitness have been adopted as an inherent aspect of a healthy working environment. However, these attempts are cosmetic in nature and more often than not, they only reflect the bare bones definition of workplace health. A good example of such an ergonomic design that has been over-simplified as an adjustable chair or standing desk, is when one ought to be considering broader structural issues of sedentary job-design, excessive screen use, and unrealistic expectations of requiring more output at the expense of employees. Similarly, regular screening and health promotion initiatives that corporations promote will probably only benefit a small segment (typically, those who are already likely to exercise, or even those who are already healthy) and may continue to ignore the socioeconomic or cultural conditions that may constrain active health promotion participation of the majority. Furthermore, all these programs can be commodifying health as opposed to securing it as a right just in case they are presented as a way of increasing productivity but not improvement in terms of a genuine care ethic.

'Mental Health' facilities within the workplace environment- availability of counseling facilities, stress-handling training programs and mental health-specific days off- is an indicator of a significant change in organizational understanding of employee well-being. However, in reality, such interventions tend to be shallow in nature and tokenism. There are seldom efforts to incorporate counseling into the organizational culture, and when the counseling becomes available, it is usually provided in a self-contained manner devoid of any attempts to strain-free the employment of such services. The widely used stress management workshops focus on personal coping skills, not upon controlling the root causes of distress like unhealthy leadership or job insecurity or overworking. It might seem that the idea of the mental health days is progressive, however, as of now, without significant policies to support their implementation, employees feel guilty or unsafe when using mental health days. This means that

the issue of mental health is still seen as a manageable personal problem, rather than a system-driven one that such organizations need to carefully examine themselves as well as seek system wide reform.

The term ‘Social Well-Being’ in a work context is used together with such activities as team-building, mentorship, community building and included in the process of organizational culture being accepted as a good indicator of any positive organizational culture. Nevertheless, such efforts often take the path of performative inclusion. Indeed, team-building exercises are helpful on paper but may be counterproductive and even alienating when they fail to consider the differences between personalities, cultures, or employ power hierarchies in team settings. Mentorship systems are not even either, and are rife with informal biases of who is mentored by whom. Moreover, rhetoric such as community in the workplace may mask the pressure of emotional labor, typically on women and other marginalized staff members who are usually asked to undertake supporting routines without prior notices and reimbursements. Devoid of structural support, ethical leadership, and inclusive values in social well-being, however, there is the likelihood that such undertakings would be nothing more than futile ritualizations rather than healthy forms of solidarity in the workplace.

CONCLUSION

This paper analyzed the significant contribution of industrial psychology to improving employee welfare, with a complex web of interactions between leadership style, provision of mental health support, work-life balance, and organizational culture. In addition, the key findings emphasize that transformational leadership, which is characterized by support, communication, and professional development, significantly increases employee job satisfaction, reduces burnout, and fosters an emotionally healthy workplace. While mental health support programs are beneficial, they face challenges related to stigma, which requires cultural changes in organizations to normalize mental health services. Furthermore, work-life balance policies have been shown to be important in reducing burnout and increasing productivity, but their effectiveness depends on genuine organizational support and consistency of implementation. Also, reflecting on the implications of the study, it contributes to the theoretical understanding of industrial psychology by applying Maslow’s “hierarchy of needs” and JD-R theory to the modern work environment. However, practical contributions include actionable insights for managers and HR professionals to improve employee well-being through leadership development, mental health programs, and work-life balance strategies. Moreover, these policy-level recommendations call on organizations to prioritize mental health and integrate comprehensive wellness frameworks to meet the needs of a diverse workforce. Future research, especially in developing regions like Bangladesh, should explore the impact of cultural and demographic factors on the effectiveness of welfare initiatives. Also, research on the role of technology in employee well-being, including digital mental health resources, offers exciting opportunities for scalable solutions. Further investigation into the economic impact of wellness initiatives would provide a stronger business case for organizational investment in employee health. Although this study lays the foundation for this future exploration, emphasizing the need for a holistic approach to employee well-being that is beneficial to both the individual and the organization.

Declarations

Author Contributions

Conceptualization, T.W.A., and D.I.H.; methodology, T.W.A., N.A.A. and D.I.H.; software, T.W.A., and F.Z.K.; validation, T.W.A., D.I.H. and S.I.B.; formal analysis, T.W.A., F.Z.K., and D.I.H.; investigation, T.W.A., N.A.A. and D.I.H.; resources, T.W.A. and D.I.H.; data curation, T.W.A., F.Z.K., and D.I.H.; writing—original draft preparation, T.W.A., D.I.H., and N.A.A.; writing—review and editing, T.W.A., F.Z.K., and D.I.H.; visualization, T.W.A., S.I.B., and D.I.H.; supervision, T.W.A., F.Z.K., and D.I.H.; project administration, T.W.A. D.I.H., F.Z.K., and N.A.A.; funding acquisition, T.W.A., D.I.H., N.A.A., F.Z.K., and S.I.B.; All authors have read and acknowledged the published manuscript.

Statement of Data Availability

The corresponding author is accessible upon request to provide the information given in this paper.

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Statement of Informed Consent

Female entrepreneurs have received a declaration of consent, which can only be provided upon request. Since these females use digital platforms and some of them do not want to be known publicly for religious and social reasons, it is strictly necessary to protect their identities.

Conflicts of Interest

There are no conflicts of interest related to the publishing of this paper, according to the authors. The authors also adhered strictly to ethical guidelines on theft, informed consent, misconduct, fraud and/or information falsification, fraudulent publishing and/or submission, as well as withholding further information

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