



Employee Well-being and Mental Health in the Modern Workplace: An Empirical Analysis

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Abstract

The growing demands on employees, the shift in workplaces over time and a desire to create psychologically healthy workplaces has pushed employee well-being and mental health from niche topics to mainstays among issues of organisation. Abstract This study examines the role of social support, work-life balance, job stress, employee engagement and flexible working arrangements on well-being among employees. It employs a quantitative explanatory and cross-sectional research design based on the job Demands-Resources (JD-R) Theory, Conservation of Resources (COR) Theory, and the PERMA model of well-being. Primary data were collected through a five- point Likert scale-based structured questionnaire from 400 employees of service sector organizations. Statistical analyses were performed using descriptive statistics, Cronbach's Alpha Exploratory Factor Analysis (EFA), Pearson correlation analysis and multiple regression analysis with IBM SPSS Statistics. Findings The reporting indicates that collaboration, work-life balance (WLB), employee engagement and flexible working arrangements (FWAs) have a significant positive effect on employees' mental health, while job stress has a negative gross effect of high magnitude. Job stress was the strongest predictor of mental health, indicating that reducing excess job demands may be the most important variable for action among those examined in this investigation. The novelty of the present study is that it advances both theory and understanding by integrating together outputs, antecedents, mediators/comorbidities into an updated model based on JD-R Theory, COR and a eudaimonic perspective (PERMA), which has not been done before. The results provide insights with practical implications for managers and human resource professionals because the use of supportive organizational policies, employee engagement initiatives, flexible work practices, and effective stress management strategies would shape favorable trends in sustainable employee well-being and organizational performance.

Keywords: *Employee Well-being; Mental Health; Organizational Support; Work-Life Balance; Job Stress; Employee Engagement; Flexible Working Arrangements.*



1. Introduction

As employee well-being and mental health impinge on individual performance, organizational effectiveness and long-term sustainability, they have emerged as one of the top priorities for modern organizations. Technological advances, globalization, changes to the employment relationship, and an increase in hybrid and remote working are among some of the main factors which have changed the workplace environment profoundly as we know it today. Mental health is a broad concept that goes beyond the mere absence of any psychological disorders; It includes active well-being; emotional, psychological, and social factors contribute to maintaining individuals' ability to deal with workplace demands, realize their capabilities, establish relationships and work effectively towards achieving organizational objectives ([World Health Organization, 2022](#)). As a result, corporations view employee well-being not only as an HR program but a strategic resource that boosts productivity, innovation, organizational commitment and competitive advantage.

There is increasing evidence that poor mental health is critical among employees as this has considerable impacts on both the economy and the organization. This leads to absenteeism, presenteeism, job performance deterioration, greater healthcare costs, and turnover ([Deloitte, 2022](#); [Greenberg et al., 2021](#)). Globally, around 12 billion working days are lost every year due to depression or anxiety and the cost to the global economy is US\$1 trillion in lost productivity ([WHO, 2022](#)). Likewise, a recent set of workplace surveys suggests that workplace stress is rife across industries as employees facing chronic stress reported lower engagement, reduced job satisfaction and greater intentions to quit their organizations ([Gallup, 2024](#)). These outcomes highlight the need for organizational systems that actively promote employee psychological health.

Existing literature indicates different organizational and individual factors could affect

employees' mental health. Organizational support is one of the most robust predictors of employee well-being since supportive management, recognition, fairness and provision of organizational resources create trust and psychological safety ([Eisenberger et al., 1986](#); [Kurtessis et al., 2017](#)). Similarly, having a good work-life balance allows people to manage professional and personal responsibilities ([Allen et al., 2014](#)), which in turn may lead to lower emotional exhaustion and higher life satisfaction. As engaged employees tend to be more enthusiastic, purposeful, and emotionally connected with their work ([Schaufeli et al., 2002](#); [Bakker & Albrecht, 2018](#)), employee engagement has also been repeatedly linked with better psychological well-being, resilience, organizational commitment and work performance. By contrast, high job demands, role ambiguity and unrealistic workloads as well as chronic occupational stress represent extreme risk factors for burnout, anxiety and depression ([Bakker & Demerouti, 2007](#); [Maslach & Leiter, 2016](#)). Additionally, the interest in how workplace flexibility impacts employee outcomes through reducing stress from commuting and enhancing work-life integration has surged with everybody adopting novel forms of flexible working arrangements in light of the COVID-19 pandemic ([Kniffin et al., 2021](#)), although organizational support for such practices is typically lacking and boundary management is critical.

A variety of theoretical perspectives can be used to relate workplace characteristics with diverse aspects of employee mental health. The Job Demands-Resources (JD-R) model asserts that employee well-being is contingent on the interplay between job demands and organizational resources such that having sufficient resources mitigates the negative impacts of workplace stress ([Demerouti et al., 2001](#); [Bakker & Demerouti, 2007](#)). According to Conservation of Resources Theory, psychological stress happens when individuals lose or believe that they will lose valuable

personal and organizational resources (Hobfoll, 1989). Furthermore, PERMA posits positive emotion, engagement, relationships, meaning and accomplishment as cornerstones of flourishing that have important constructs related to sustained psychological wellness (Seligman, 2011). Together, these theoretical angles give a broad platform from which to view employee mental health in the context of contemporary organizations.

Despite ample academic interest, there is the possibility that a large number of research gaps have not been satisfied. Before, generation of information often explored aspects of predictor either job stress or organizational support or work-family balance separately blocking us from the collective perception examining their interactive effects on employee mental health. Moreover many of the findings are secondary data on industries or organizations – this complicates the generalisation of research findings to other workplace contexts. Even less studies use the capability of large datasets assessing employee mental health to study multiple organizational factors combined with new work arrangements—which rise afterwards pandemic. Achieving these standards is vital in order to encourage evidence-informed organizational applications that might provide sustainable employee wellbeing.

Thus, the current research aims to explore the impact of organizational support, work-life balance, job stress, employee engagement and flexible working arrangements on mental health well-being among employees. The study will explore the following specific objectives namely (i) Relationship between Employee Wellbeing and Mental health, (ii) Influence of Organizational Support on Employee Mental Health, (iii) Effect of Work-Life Balance on Employees' Well-being; (iv) Impact of Job Stress on employee mental health; and (v) Contribution of Employee Engagement & flexible working arrangements to Psychological well-being. The study provides new and improved knowledge that combines managing workplace mental health prevention, which managers, human resource professionals, decision-makers, or policymakers could utilize to manage organizational problems.

The rest of this paper is structured as below. The theoretical background of the study is presented in Section 2. The literature review is presented in Section 3 while the research gap analysis is given in Section 4. 5 outlines the research goal and hypotheses. Section 6 describes the research methodology, and Sections 7, 8, and 9 offer up the empirical analysis, results discussion kitchen sink exam-answersh extensive conclusions along with their theoretical and managerial implications.

2. Review of Literature

The growing research interest in employee well-being and mental health over the last ten years has been fueled by their considerable impact on organizational outcomes, individual productivity and long-term human resource management. Modern organisations now understand that mental health of workers is not merely a matter of individual performance but something that provides strategic advantage or even organization resilience- thus treating itself as organizational assets. The pressure for organisations to ensure that they are doing their utmost to help protect the mental health of employees has been amplified by rapid changes in technology, digital transformation and hybrid working arrangements—the evolution of work—across many populations. Various factors of psychological well-being have been identified in past research including organisational support, work-life balance, job stress, employee engagement and flexible working arrangements. We review the literature relevant to these constructs in this chapter and ground the current study both theoretically and empirically.

2.1. Employee Well-being and Mental Health

Employee well-being is the overall mental, physical, emotional and social condition of a worker in the workplace. Mental health is the state of having (or not) coping skills in different situations (like workplace stressors), functioning with a meaningful interpersonal relationship with others and contribution to organization goals, feeling positive about life experiences, and maintaining emotional stability. World Health Organization (2022) states that mental health is an important component of health as a whole, which affects

the productivity of organisations and employee quality of life.

It is well-documented by research that employees with better psychological wellbeing are more committed to the organization, show higher levels of creativity, innovation and job performance while they experience absenteeism, burnout and turnover intentions lesser. [Martin E. P. Seligman \(2011\)](#) stated that the combination of positive feelings, engagement, attitudes and not best human development however additionally the sustainable functioning at paintings, is called as PERMA – which stands for P-Positive Emotions; E-Engagement R-Relationship; M-Meaning (to experience your purpose); A-Achievement). Likewise, Lyubomirsky, [King and Diener \(2005\)](#) study depicts that psychologically healthy employees are more productive and achieve higher performance in a variety of organizational settings. Additional findings show that companies with well-supported employee wellbeing programs have lower staff turnover, utilize less sick leave, and ultimately perform better ([Grawitch et al., 2006; Deloitte, 2022](#)).

Despite employee well-being being a strategic priority to many organizations, we continue to see record levels of anxiety, emotional exhaustion and workplace stress as employees struggle with fluctuating work environments and rising performance expectations. This has prompted researchers to increasingly study the organizational defense mechanisms that will build psychological resilience and employee mental health.

2.2. Organizational Support and Employee Mental Health

One of the most powerful predictors of employee well-being and psychological health is perceived organizational support. The idea, popularized by [Eisenberger et al. \(1986\)](#), indicates employees' feelings that their organization values their contributions and cares about their well-being. Organizational Support Theory suggests that organizations exhibiting supportive climate will create two-way relationships whereby employees reciprocate to the organization with higher commitment, engagement and positive work attitudes.

Many empirical studies have shown the positive impacts of organizational social support on employee mental well-being. [Kurtessis et al.](#) Utilizing a meta-analysis, [Kottke et al. \(2017\)](#) found that perceived organizational support positively predicted job satisfaction, organizational commitment, work engagement and psychological well-being while negatively predicting emotional exhaustion and turnover intentions. Similarly, [Caesens et al. \(2014\)](#) found that higher perceived organizational support resulted in lesser levels of stress and greater emotional strength amongst employees experiencing organizational change.

More recently, research conducted after the COVID-19 pandemic similarly emphasised that supportive leaders, open communication and policy yes by providing psychological-support through employee assistance programmes and enhanced organisational justice will diminish employees' anxiety and improve workplace wellbeing ([Kniffin et al., 2021](#)). Organizational support therefore is an important organizational resource that helps employees face workplace challenges, whilst promoting desirable psychological outcomes.

2.3. Work-Life Balance and Employee Well-being

Work-life balance means the employee's to maintain harmony between professional and personal life as well as family определить. With the rise of remote and hybrid work blurring the lines between home and office, there is no doubt that work-life balance plays a vital role in employee mental health.

[Allen et al. \(2014\)](#) found that employees with healthy work-life balance have higher job satisfaction, greater organizational commitment and less emotional exhaustion. Similarly, [Haar et al. Studies \(2014\)](#) have showed that effective work-life balance not only improves employee well-being and the perception of working life across different cultures, but also has implications for enhancing willingness to work. Scheduling that is flexible, supportive supervisors, and family-friendly organizational policies were some of the key mechanisms identified to improve employees' mental health.

In contrast, a poor work-life balance leads to work-family conflict, emotional exhaustion, decreased performance and burnout

(Greenhaus and Allen, 2011). In the time after Covid, researchers have argued that remote work, while more flexible, can result in increased work intensification and boundary management issues if organizations do not set up appropriate support mechanisms (Wang et al., 2021). Thus, keeping work-life balance as an integral part of the organization strategy for enhancing employee well-being is still the recurring phenomenon.

2.4. Job Stress and Employee Mental Health

Job stress remains one of the most frequently investigated predictors of employee mental health. Stress is where employees feel that the demands of work outstrip available coping resources, which can lead to emotional exhaustion, anxiety and psychological strain (Lazarus & Folkman, 1984). The study of job characteristics led to the formulation of the Job Demands-Resources model by Demerouti et al. (2001) as demand for work load, role ambiguity, emotional labour and time pressure were ranged out as establish relationships with burnout while playing a negative role in the well-being of employees. Based on these concepts, Bakker and Demerouti (2007) argued that sufficient employer resources can offset many of these negative outcomes by enhancing employee motivation and resilience.

These theoretical claims have been consistently backed up by recent empirical research. Maslach and Leiter (2016) have pointed to chronic work-related stress as the leading precursor of burnout syndrome, while Greenberg et al. (2021) published the high economic costs of work-related stress-induced mental health disorders. In addition, Gallup's global workplace surveys also show that employees who have consistently experienced stress were less engaged and achieved lower productivity — as well as reported greater intent to leave the organization. These results show that minimizing stress in the workplace continues to be a vital aspect of ensuring employees' mental well-being.

2.5. Employee Engagement and Psychological Well-being

Employee engagement is the emotional, cognitive and behavioural investment that an employee makes in their work. Engaged workers

exhibit energy, commitment and absorption in work role which results in better performance and greater psychological wellbeing.

Schaufeli et al. (2002) defined employee engagement as a positive work-related state involving vigour, dedication and absorption. Bakker and Albrecht (2018) also argued that engaged employees are more resilient and are much better able to deal with job stressors. Several studies have reported positive relationships namely, between employee engagement and job satisfaction on the one hand, organizational commitment and mental health on the other hand.

According to Saks (2006), organizational support and fair treatment are key antecedents of employee engagement because employees reciprocate positive organizational practices by exhibiting higher levels of commitment and involvement. More recent evidence suggested that, in times of organizational uncertainty, engaged employees have lower burnout levels and feel more optimistic and more psychologically resilient than their less-engaged counterparts (Knight et al., 2017). Hence, employee engagement is an important positive predictor of workplace mental health.

2.6. Flexible Working Arrangements and Employee Mental Health

Flexible working arrangements have received more attention than ever in the wake of COVID-19. It includes flexible schedules, remote work (100% or a blend of in-office time), compressed workweeks and hybrid models that allow employees greater control over where and when they work.

In general, the research suggests that workplace flexibility increases employee satisfaction and work-life integration and psychological well-being symbolic of decreased commuting time, increased autonomy, and a better ability to integrate professional responsibilities with personal responsibilities (Allen et al., 2013). Kniffin et al. (2020) reported on food sector employment trends in the US during the pandemic. As per (2021), flexible work arrangements improved employee well-being only when they were supported by effective organizational communication and leadership.

But the fact that one is flexible does not necessarily mean that they will have better mental health. Wang et al. As noted by (2021), while remote work might help in the development of new working habits and practices, within organizations that do not provide appropriate technological, managerial, and psychological support it could also contribute to increased social isolation as well as an escalation of blurred work–family boundaries leading to emotional exhaustion. These results indicate that flexible work may not be sufficient on its own, and would best serve employee well-being in conjunction with supportive management practices.

The literature regularly highlights that employee mental health is influenced by a number of organizational and psychological attributes rather than any one specific workplace feature. Job stress is the strongest negative predictor, while organizational support, work–life balance, employee engagement and flexible working arrangements have been repeatedly shown to be important positive predictors of psychological well-being. The Job Demands–Resources Theory, Conservation of Resources Theory and the PERMA framework together explain these associations by emphasizing a role of stressors in workplace interaction with organizational resources and positive psychological functioning.

Although there is thus a plethora of empirical knowledge on those determinants, previous studies have mostly addressed them either in isolation or in sector- and organization-bound settings. Very few studies combine these variables into a unified model that is sufficient to explain employee mental health. Few studies examined simultaneously organisational support, work–life balance, job stress, employee engagement and flexible working arrangements within an empirical model. The restriction, in turn, is the primary reason behind this study and represents the foundation of our hypotheses that will be investigated in this paper.

3. Theoretical Framework

The current study is based on three theoretical perspectives that complement one another as guidance for the model: Job Demands–Resources (JD–R) Theory, the Conservation of Resources (COR) Theory, and

PERMA Model of Well-being. Other theories also give broader conceptual frameworks for how organizational factors/psychological processes play a role on employee mental health. The empirical support for the relationships between organizational support, work–life balance, job stress, employee engagement, flexible working arrangements and employee mental health cited in the previous section of this literature review is substantiated by a theoretical model to explain how these relationships actually take place. By including many theories you are integrating and making a more holistic approach that include both conditions in workplace and also positive psychology in the workplace.

3.1. Job Demands–Resources Theory

Academics studying the Job Demands–Resources (JD–R) Theory (Demerouti et al. (2001), as extended by Bakker and Demerouti (2007), is the key theoretical underpinning of this study. The foundation of the theory is that each kind of work comprises a combination of job demands and job resources that together determine employee well-being and organizational outcomes job demands are defined as physical, psychological, social or organizational aspects of the work environment that require sustained exertion (physical or mental) and therefore related to physiological and psychologist cost . Such as work overload, role ambiguity, emotional labour, and time pressure. The employees experienced stress, burnout and emotional exhaustion and poor mental health when job demands remained high without an adequate balance with organizational resources.

On the other hand, job resources are defined as organisational facilitators that can help employees achieve their work goals, to alleviate job demands and promote personal growth (Bakker & Demerouti, 2007). Job resources include organizational support, supportive leadership, performance feedback, employee recognition, opportunities for career development and autonomy/flexible work arrangements. These resources increase employee engagement, build resilience and act as the buffer against the negative impacts of work stress. According to the motivational process postulated in the JD–R Theory, providing sufficient organizational resources

leads to higher work engagement and job satisfaction, more significant organizational commitment, and better psychological health.

The present study is relevant to the JD-R Theory because it explains the simultaneous effect of positive and negative workplace characteristics on employee psychological health. WES survey-derived sustainability outcomes In the proposed conceptual model, job stress is taken as a key job demand while organizational support, work-family balance, employee engagement and flexible working arrangements constitute valuable organizational resources with a beneficial impact on employee mental health respectively. Thus, the theory gives a full account of the positive roles that have been hypothesized by researchers about organizational support, work-life balance, employee engagement and workplace flexibility as well as negative role associated with job stress on employee mental well-being.

3.2. Conservation of Resources Theory

Additional evidence is provided by the Conservation of Resources (COR) Theory developed by [Hobfoll \(1989\)](#), which focuses on how organizational practices are associated with employee mental health. The theory states that people are continually trying to acquire, maintain, and protect positive personal and organizational resources. These things can be material goods, such as income and job security, but they also include intangible resources such as time, energy, benevolence/esteem/self-esteem, social support and social connectedness including perceived emotional stability and psychological resiliency. The theory also suggests that psychological stress arises when employees experience an actual loss of resources, perceive a threat of resource loss, or invest even more energy and time into working to get the same level of resources but fail.

In organizational context, supportive work environments facilitate employees to gain the psychological capital that reinforces their coping power against occupational stressors. Organizational support, flexible work arrangements, better work-home interface and good relationship among peers act as resource-generating mechanisms that mitigate EM and improve psychological well-being. On the other hand, when employees are continually exposed

to overwork and unrealistic deadlines combined with occupational stressors for longer durations, this will gradually drain the emotional and psychological resources of their employees until little hope remains; resulting in fatigue, burnout symptoms, anxiety and diminished mental health.

The COR Theory adds to the JD-R Theory by illustrating the psychological route that organizational resources take effect on employees and their well-being. Whereas the JD-R Theory emphasizes an appropriate balance of workplace demands and organizational resources, the COR Theory uses resource acquisition and conservation as mechanisms for how obtained resources protect employees against psychological distress. Thus, this study employs COR Theory to explain the positive effects of organizational support for work-life balance and flexible working on employee mental health while job stress has a negative impact.

3.3. PERMA Model of Well-being

The present study adopts a positive perspective on mental health, consistent with the PERMA Model developed by [Seligman \(2011\)](#). The PERMA model consists of five interrelated dimensions that underpin sustainable well-being: Positive Emotion, Engagement, Relationships, Meaning and Accomplishment. These dimensions encompass the essential features of human flourishing, as well as psychological well-being. Positive emotions promote optimism and resilience in organizational spheres, while employee engagement contributes to higher motivation, commitment, and job satisfaction. Healthy workplace relationships promote collaboration, trust, and psychological safety while meaningful work reinforces employees' sense of purpose and organizational commitment. Same way professional success gives a filling stone to confidence motivation and the entire mental aspect. As a result, institutions that consciously endorse these dimensions cultivate workplaces that support employee thriving and ensure organizational sustainability.

The PERMA framework offers a significant theoretical rationale for adding employee engagement as one of the essential predictors of employee mental health. And the

authors state that organizational support and flexible work arrangements promote positive workplace experiences that enhance psychological well-being. In contrast to other theories that emphasize the mitigation of deficits (as in stress reduction), PERMA emphasizes promoting professional and personal thriving / flourishing in an organizationally supportive environment.

3.4. Integrated Conceptual Framework

While each framework offers a unique lens in which to view employee mental health, considered together the frameworks provide a robust theoretical basis for understanding workplace well-being. The JD-R Theory explains how the interaction of workplace demands and organizational resources influences employee outcomes. Based on the COR Theory, it can further be explained that when employees acquire and retain important personal resources such as talent during stressful events such as layoffs, it reduces psychic pressure and thus enhances resilience. Yet the PERMA Model, positing that positive psychological experiences drive sustainable well-being and employee flourish.

Based on these complementary theories, the current study suggests that organizational support, work-life balance employee

engagement and flexible working arrangements are organizational and psychological resources that can enhance employees' mental health.

On the other hand, Job Stress is a serious demand of workplace that adversely impact on psychological well-being of employees. The combination of these theories therefore offers a strong conceptual groundwork for assessing the relations formulated in the research model and supports hypothesis formulation.

Figure 1 illustrates the conceptual framework of the study, in which organizational support, work-life balance, job stress, employee engagement, and flexible working arrangements are treated as independent variables influencing employee mental health, the dependent variable. Based on the literature and theoretical framework the following hypotheses are proposed:

H1: Organizational support has a significant positive effect on employee mental health.

H2: Work-life balance positively influences employee well-being.

H3: Job stress has a significant negative effect on employee mental health.

H4: Employee engagement positively affects employee well-being.

H5: Flexible working arrangements positively influence employee mental health.

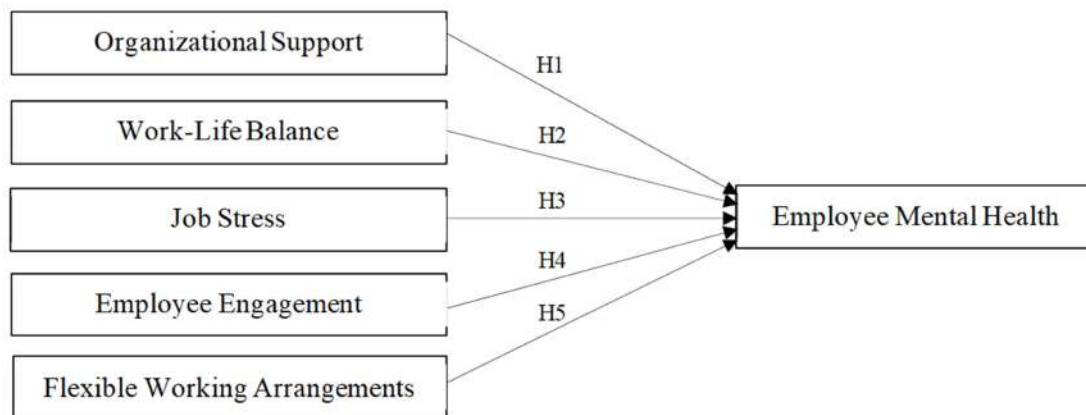


Figure 1: Conceptual framework of the study

4. Research Methodology

This is a quantitative, explanatory and cross-sectional research where the employer factors primarily towards the mental health of them employees in modern workplace are

studied. A quantitative research design is appropriate because it allows for a systematic measurement of the association between organizational support, work-life balance, job stress, employee engagement, flexible working

arrangements and employee mental health followed by a statistical analysis.

The explanatory design was used to analyze the effect of independent variables on employee mental health, whereas, cross-sectional approach helped to gather data from respondents at a single moment in time. Such research design is very common in organisational behaviour and human resource management studies in the testing of theoretically derived hypotheses.

This study relies on primary data collected from various organizational employees working across the service sector. The research instrument for data collection was a structured questionnaire. The final questionnaire was examined for content validity by academic experts and conducted a pilot with some respondents to confirm clarity, relevance of the measurement items and reliability of the instrument before it was finally administered. The questionnaire was slightly amended to incorporate the feedback received in the pilot study.

Questionnaire The questionnaire was divided into two sections. The first part gathered the demographic data of respondents including the age, gender, educational qualification, experience in work and position in organisation. The survey has two supplements, in the second ones we collected data on 30 items representing six variables: organizational support, work-life balance, job stress, employee engagement, flexible working arrangements and employee mental health.

All items were adopted from established scales reported in older studies and measured using a Scale ranging from strongly Disagree (1), Disagree (2), Natural (3), Agree (4) to strongly Agree (5).

The population targeted was employees functioning in organizations of the service sector. We will make use of the simple random sampling procedure by selecting a sample of 400 respondents where each and every Employee has equal chances to be included in the study participation was completely voluntary, and participants were informed about the purpose of the investigation before filling out the questionnaire. The participants collected their data under complete anonymity and confidentiality (all information relating to a

participant was held confidential) in accordance with accepted ethical research practices for obtaining informed consent.

IBM SPSS Statistics was used to analyse the collected data. To summarize respondents' demographic characteristics and study variables, we first computed descriptive statistics (frequencies and percentages for categorical data; means and standard deviations for continuous data). Cronbach's Alpha was used to assess reliability, whereas Exploratory factor analysis (EFA) was used for construct validity using Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. Pearson correlation analysis was then used to investigate the associations between study variables. Lastly, a multiple regression analysis was conducted to find the effect of organizational support, work-life balance, job stress and employee engagement as well as flexible working arrangements on employee mental health.

In the empirical model, employee mental health was the dependent (outcome) variable and organizational support, work-life balance, job stress, employee engagement and flexible working arrangements were independent (predictor) variables. The model provides the following regression:

$$MH = \beta_0 + \beta_1(OS) + \beta_2(WLB) + \beta_3(JS) + \beta_4(EE) + \beta_5(FWA) + \varepsilon$$

where MH is mental health of employee, OS is organizational support, WLB is work-life balance, JS refers to job stress, EE indicates employee engagement and FWA stands for flexible working arrangements; β_0 time axis (independent variable), β_1 – β_5 are the regression coefficient and ε the error term. Statistical significance was tested at the 5% level ($p < .05$). This approach gives a solid empirical backdrop for both the mechanisms influencing employee mental health and hypotheses testing.

5. Results and Discussions

The results shown in table 1 suggest that the proposed multiple regression model has a high explanatory power with respect to employee mental health. The multiple correlation ($R = 0.81$) indicates a strong positive relationship between the observed and predicted values of the dependent variable. Also,

the coefficient of determination ($R^2 = 0.66$) indicates that 66% of variance in employee mental health was accounted for by organizational support, work-life balance, job stress, employee engagement and flexible working arrangements. This leaves 34% of the variance unexplained, which could be accounted for by other organisational or individual factors outside the boundaries of this model. The adjusted R^2 value of 0.65 further validates that the model maintains a significant amount of explanatory power, even after considering the number of predictor variables included in the

analysis. Furthermore, the Standard error of estimate (0.47) is comparably low meaning that the regression model accurately predicts employee mental health. In summary, Table 1 shows that independent variables explained by this research have a significant explanatory power of employees' psychological well-being. This is corroborating hypothesis with the Job Demands-Resources (JD-R) Theory indicating that employee well-being is mainly mediated by demands confronted at workplace and effective organizational resources (Bakker & Demerouti, 2007).

Table1: Model Summary

Statistic	Value
R	0.81
R^2	0.66
Adjusted R^2	0.65
Standard Error	0.47

Source: (Primary data)

Table 2: ANOVA

Source	SS	df	MS	F	Sig.
Regression	170.82	5	34.16	151.4	<0.001
Residual	88.94	394	0.23		
Total	259.76	399			

Source: (Primary data)

Table 3: Regression Coefficients

Predictor	β	Std.Error	t	P-value	Decision
constant	0.92	0.18	5.11	< 0.001	Significant
Organization Support	0.29	0.04	7.25	< 0.001	H1 Supported
Work-Life Balance	0.23	0.05	5.02	<0.001	H2 Supported
Job Stress	-0.31	0.04	-8.34	<0.001	H3 Supported
Employee Engagement	0.27	0.05	6.12	<0.001	H4 Supported
Flexible Working Arrangements	0.16	0.04	3.84	<0.001	H5 Supported

Source: (Primary data)

Table 4: Result of the Hypothesis Testing

Hypothesis	Result
H1: Organizational Support → Mental Health	Supported
H2: Work–Life Balance → Mental Health	Supported
H3: Job Stress → Mental Health (negative)	Supported
H4: Employee Engagement → Mental Health	Supported
H5: Flexible Working Arrangements → Mental Health	Supported

Source: (Primary data)

The total regression model is found to be statistically significant as shown in the ANOVA table (see Table 2). The F-statistic (151.40) with a $p < 0.001$ indicates that the independent variables as a group do a good job in predicting employee mental health. The statistical significance of the regression model confirms that the proposed set of explanatory variables is a significant predictor of the dependent variable and that our model performs significantly better than a model without any predictors. Thus, the null hypothesis that all regression coefficients equal zero simultaneously is rejected. Therefore, the research outcomes confirm that the implementation of regression for analysing the impact of organizational support, work–life balance, job stress on employee engagement and flexible working arrangements on employee mental health is a suitable choice. The findings are in line with earlier empirical research which has demonstrated clear resources predicting positive well-being and demands predicting adverse outcomes on employee's psychological state, motivation and job performance (Demerouti et al., 2001; Hobfoll, 1989).

The regression coefficients from Table 3 demonstrate the stability of the separate effect of each explanatory variable on employees' mental health. The results show that organizational support was a strong predictor of employee mental health ($\beta = 0.29$, $t = 7.25$, $p < 0.001$), thus Hypothesis 1 is supported. Such results indicate that higher levels of perceived organizational support, appreciation and concern for well-being facilitate optimal psychological health among employees. This result is consistent with their findings from Kurtessis et al. Reported by perceived organizational support, who improve employee

well-being that is positively associated with threat of emotional exhaustion (2017); work engagement and finally work-wise, commitment.

Likewise, work–life balance has a positive and significant impact on employee mental health ($\beta = 0.23$, $t = 5.02$, $p < 0.001$), thus supporting Hypothesis 2. This discovery reveals that workers who maintain a better balance between their work and personal lives are mentally healthier whilst also reducing workplace stress. This result mirrors that of Allen et al. (2014) and Haar et al. (2014) results point out how worklife is essential for employee satisfaction, psychological health and their commitment toward organisation.

In contrast, job stress has the expected large negative impact on employee mental health ($\beta = -0.31$, $t = -8.34$, $p < 0.001$), which supports Hypothesis 3. Job stress has the largest absolute standardized regression coefficient of all predictor variables, suggesting it is the most powerful link to employee mental health in this study. This result indicates that handling large volumes of workload, facing higher role ambiguity, extended emotional exhaustion and high workplace pressure destroy employees' psychological well-being quite significantly. The outcome agreed with the Job Demands–Resources Theory and contributes to Maslach and Leiter (2016), who reported chronic occupational stress is considered among main predictors for burnout and mental wellbeing.

The analysis also identifies employee engagement as a significant determinant of employee mental health ($\beta = 0.27$, $t = 6.12$, $p < 0.001$), confirming Hypothesis 4. Psychological well-being tends to be greater at the workers who show animation, dedication and emotional involvement at work. This result supports Seligman, (2011) PERMA Model of Well-being

which posits engagement as one basic factor in the human flourishing. This is also in accordance with the results of [Bakker and Albrecht \(2018\)](#), who found that engaged employees are more prone to resilience, motivation, and overall well-being.

All in all, we find a significant positive impact of flexible working arrangements on employee mental health ($\beta = 0.16$, $t = 3.84$, $p < 0.001$), thus confirming Hypothesis 5 as well. Despite a relatively weaker association of the relationship between flexibility and employee engagement than that between organizational support and employee engagement, the present results suggest employees experience a heightened sense of well-being due to workplace flexibility which fosters work-life integration alongside mitigation of work stemming stress. Such result fits with the outcomes of [Kniffin et al. \(2021\)](#) noted that flexible work arrangement improves employee wellbeing when organisations have supportive policies and leadership. In combination, the regression results in Table 3 demonstrate that organizational support, work-life balance, employee engagement and flexible working arrangements significantly improve employee mental health while job stress negatively impacts their psychological well-being. The strongest negative predictor was job stress, making it paramount to implement strategies that reduce stress at the organizational level while also enhancing the workplace support system.

The results of the hypotheses test shown in Table 4, suggest that all five proposed hypotheses are empirically supported. In particular, organization support, work-life balance (WLB), employee engagement and flexible working arrangements have statistically significant positive relationships with employee mental health while job stress has a statistically significant negative relationship. The close acceptance of all hypotheses indicates an excellent empirical endorsement of the conceptual frame developed in this study, and confirms the value of using Job Demands-Resources Theory, Conservation of Resources Theory, and the PERMA Model to explain employee mental health in today's workplaces. These results imply that for the purpose of enhancing employees psychological wellbeing

significantly, organizations should design and conduct an integrated human resource practices i.e. Corporate support to promote work-life balance; employee engagement with flexible working arrangements and control over stress in organisations. As a result, the findings strengthen the literature regarding employee well-being as an important driver of sustainable organizational performance and long-term competitive advantage.

6. Limitations and Scope for Future Research Direction

Although the present study makes important theoretical and practical contributions, it has certain limitations that could be addressed in future research. First, the study relies on an integrated framework comprising the Job Demands-Resources (JD-R) Theory, Conservation of Resources (COR) Theory, and the PERMA Model of Well-Being. Although this integrated framework provides a comprehensive explanation of employees' mental health, future studies could examine these theoretical perspectives independently or incorporate alternative theories to validate and extend the present findings.

Theories of workplace well-being focus on organizational resources, job demands, and positive psychological functioning. We also recognize that other theoretical frameworks including Self-Determination Theory, Social Exchange Theory, Affective Events Theory and the Person-Environment Fit Theory may provide further psychological mechanisms for employee mental health. These complementary theories could be incorporated in future studies for more fulfilled conceptual models on capturing intrinsic motivation, emotional experiences of employees, and person-organization compatibility.

Second, employee mental health is treated as a consequence of organizational support, work-life balance, job stress, employee engagement and flexible working arrangements. The interrelationships between these variables may be more complicated than the direct effects studied here. Psychological constructs like resilience, psychological safety, burnout and coping strategies should serve as mediators to these phenomena while demographic characteristics, leadership style, organizational

culture and personality traits might moderate these variables. Incorporating such mediating and moderating mechanisms would help us better understand the mental health processes by which workplace practices shape employee mental health.

Third, the study uses a quantitative survey based on fieldwise primary data from employees of service-sector organizations. Although statistically generalizable, this approach tells us very little about how employees experience their lived and contextual interpretations of workplace well-being. Mental health, as a multilevel construct that could be impacted by organizational, social and individual determinants such as personality characteristics is not expected to be fully captured with standardised questionnaire items. Researchers in the near-term future are thus encouraged to conduct mixed-methods or longitudinal research, incorporating qualitative interviews, focus group discussions, or diary studies that examine the flow of workplace stress and organizational support from employees over time.

Besides, the research has been performed in a single organization context which may limit the generalizability of the results across industries, organizational structure and national cultures. The impacts of organisational support, work-life balance initiatives and flexible working arrangements are generally expected to be context-dependent, relying on institutional environments, labour market conditions and cultural values. By performing sectoral and cross-national research, the external validity of the outlined framework could be increased while allowing to develop context-specific as well as globally generalizable interventions that promote workers' mental health.

Finally, multiple regression analysis is used in the current study to investigate the suggested relationships. While regression analysis does fulfil its aim of predicting direct effects, it does not take local measurement validity or complex causal pathways between latent concepts into account in the same model. Or, in future research design SEM or multilevel modelling or longitudinal panel analysis to model indirect effects and reciprocal relationships reflecting the hierarchical nature of organizations. This kind of methodological

progress would increase robustness in theory development while accommodating a richer understanding of the forces shaping employee well-being and mental health in modern-day work settings.

7. Conclusion

Creating good conditions of employee mental health has turned strategic for organizations that wish to improve the workplace—over time and combined with technical and managerial systems, it may even become a core point of return. Objective: This study aimed to examine the influence of organizational support, work-life balance, job stress, employee engagement, and flexible working arrangements on the mental health of employees in the service sector using primary data. Grounded in the Job Demands-Resources (JD-R) Model and the PERMA Model, the study provides valuable insights into how workplace resources and job demands affect employees' psychological well-being.

The findings confirm that organizational support, work-life balance, employee engagement and FWAs have a significant positive effect on employee mental health while the impact of job stress is the opposite. Among the explanatory variables, job stress was identified as the main contributing factor conspicuously implicating organizations to work towards minimizing high workload, ambiguity and workplace pressures. Furthermore, the findings indicate that supportive organizational culture, employee-centric policy and flexible working environment significantly contribute to psychological well-being as well as a healthier workforce.

Theoretical implications: The study offers a novel empirical test of the complementary use of JD-R Theory, COR Theory and the PERMA Model from both an organizational and psychology perspective by exploring multiple antecedents under one umbrella concept. In summary and practical terms, the findings underline the necessity to design holistic human resource policies supportive of effective leadership, work-life balance initiatives, employee engagement programmes and flexible work arrangements alongside implementing efficient stress management interventions.

In summary, the novel meta-analytic research supports the integrated organizational model to provide psychologically healthy workplaces through a balance between job demands and sufficient organizational resources. These initiatives not only enhance employees' mental well being but also organizational effectiveness, employee retention and sustainable business performance in a fast changing competitive work environment.

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