

Mental Health Support Strategies in the Workplace : Assessing Their Impact on Employee Well-being and Productivity

Strategi Dukungan Kesehatan Mental di Tempat Kerja: Menilai Dampaknya terhadap Kesejahteraan dan Produktivitas Karyawan

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ABSTRACT

Mental health in the workplace is increasingly becoming a major concern for organizations, especially in the context of employee resilience and organizational loyalty. This research aims to explore the influence of personalized mental health support strategies on employee resilience and organizational loyalty. Using a systematic literature review approach, this study analyzes relevant literature and finds that tailored support significantly increases employee resilience, which has a positive impact on organizational loyalty. These findings provide important implications for human resource management practices, encouraging organizations to adopt a more personalized approach to mental health support.

Keywords: Mental health, personalized mental health support, employee resilience, organizational loyalty, human resource management.

ABSTRAK

Kesehatan mental di tempat kerja semakin menjadi perhatian utama bagi organisasi, terutama dalam konteks ketahanan karyawan dan loyalitas organisasi. Penelitian ini bertujuan untuk mengeksplorasi pengaruh strategi dukungan kesehatan mental yang dipersonalisasi terhadap ketahanan karyawan dan loyalitas organisasi. Menggunakan pendekatan *systematic literature review*, studi ini menganalisis literatur yang relevan dan menemukan bahwa dukungan yang disesuaikan secara signifikan meningkatkan ketahanan karyawan, yang berdampak positif pada loyalitas organisasi. Temuan ini memberikan implikasi penting bagi praktik manajemen sumber daya manusia, mendorong organisasi untuk mengadopsi pendekatan yang lebih personal dalam dukungan kesehatan mental.

Kata Kunci: Kesehatan mental, dukungan kesehatan mental yang dipersonalisasi, ketahanan karyawan, loyalitas organisasi, manajemen sumber daya manusia.

1. Introduction

Mental health in the workplace has received increasing attention in recent years, particularly due to awareness of its significant impact on employee productivity and overall well-being. According to the World Health Organization (WHO), more than 264 million people worldwide suffer from depression, a condition now recognized as one of the leading causes of work-related disability (Lugtenberg et al., 2016). This data emphasizes the need for organizations to not only view mental health as an individual problem but as a top priority that influences operational performance and sustainability (Gubler et al., 2018). In line with this increasing awareness, many organizations are beginning to implement comprehensive mental health support programs specifically designed to meet employee needs. These programs generally include personalized support strategies, such as individual counseling, resilience training, and access to digital mental health resources (Davenport et al., 2016). This shift

reflects a change from a reactive to a proactive approach in mental health management, with a dual focus on addressing existing problems as well as improving overall employee well-being to create a more positive work culture (Tang et al., 2021). Furthermore, evidence suggests that workplace interventions can significantly increase mental health literacy and reduce stigma associated with mental health challenges, thereby creating healthier and more inclusive work environments (Hanisch et al., 2016).

Organizational support in managing stress and promoting mental health is essential. Research shows that strong social support from coworkers and superiors can serve as a protective factor against mental health problems, highlighting the importance of a supportive work culture (Bonabi et al., 2016). Moreover, the integration of wellness programs has been associated with increased employee motivation, higher job satisfaction, and better psychological well-being, all of which contribute to higher productivity and reduced work absenteeism (Gubler et al., 2018). This holistic approach to mental health not only meets employees' immediate needs, but also strengthens long-term organizational resilience by building a motivated and resilient workforce (Purba & Demou, 2019). In conclusion, the increased focus on mental health in the workplace reflects a broader understanding of its role in supporting individual productivity and organizational effectiveness. By adopting proactive mental health strategies and creating a supportive environment, organizations can significantly improve employee well-being, while ensuring sustainable performance and operational stability.

Although many organizations have implemented mental health support strategies, there remains a gap in the literature identifying and analyzing in depth the effectiveness of these strategies, especially in the context of personalization. Most previous research has highlighted the general impact of mental health programs, but very little has examined how a personalized approach can influence employee resilience and their loyalty to the organization. A better understanding of this relationship is important, considering that strong employee resilience can lead to increased loyalty and reduced turnover, ultimately having a positive impact on organizational performance.

Based on the background and problems that have been identified, this research question is clearly formulated: **"How does the integration of personalized mental health support strategies in the workplace influence long-term employee resilience and organizational loyalty?"** This question aims to dig deeper into the specific impact of personalized mental health support and identify factors that may contribute to employee resilience and loyalty.

The aim of this systematic literature review is to understand and analyze the relationship between personalized mental health support strategies and employee resilience and organizational loyalty. Specifically, this review aims to:

- Identify various personalized mental health support strategies that have been implemented in various organizations.
- Analyze relevant results from previous studies to determine the impact of the strategy on employee resilience and loyalty.
- Develop recommendations for HR practitioners in designing mental health programs that are effective and responsive to employee needs.

This research has high significance for human resource management practice, especially in an era where mental health is increasingly recognized as a key component of employee well-being and organizational productivity. By understanding how personalized mental health support strategies can increase employee resilience and loyalty, organizations can better design policies and programs that not only meet employee mental health needs, but also improve job performance and satisfaction. This research also has the potential to contribute to theory development in the fields of human resource management and mental health, as well as encouraging further research in this under-explored area. Thus, it is hoped

that the results of this research can become an important reference for academics, practitioners and policy makers in creating a healthier and more productive work environment.

2. Methods

2.1 Literature Search Strategy

To identify relevant literature regarding personalized mental health support strategies in the workplace, a search was conducted in several leading academic databases, incl Scopus, Web of Science, and PubMed. This database was chosen for their reputation for providing access to high-quality peer-reviewed journals and the latest research in the fields of mental health and human resource management.

Keywords dUsed in the search includes a combination of the following terms:

- "personalized mental health support"
- "workplace mental health strategies"
- "employee resilience"
- "organizational loyalty"
- "mental health interventions"
- "employee well-being"

These keyword combinations are organized using Boolean operators (AND, OR) to ensure comprehensive and relevant searches. In addition, the use of related terms and variations of synonyms is also considered to broaden the search reach.

The inclusion criteria for article selection were:

- Studies published within the last 10 years to ensure relevance and currency of data.
- Articles that focus on personalized mental health support strategies in the work environment.
- Research measuring the impact of these strategies on employee resilience and organizational loyalty.
- Article in English.

Exclusion criteria include:

- Studies that do not specifically address personalized mental support strategies.
- Research that does not measure impact on resilience or loyalty.
- Articles that are literature reviews without original data analysis.

2.2 Selection Process

The article selection process follows clear stages to ensure the quality and relevance of the studies included in the review. After an initial search, found articles were checked based on title and abstract to assess their suitability to the inclusion criteria. Articles that did not meet the criteria were excluded from the analysis.

The selection stages consist of:

1. The initial search returned [number of] articles.
2. Filtering by title and abstract: [number of] articles removed as irrelevant.
3. Full text screening: [number of] articles are thoroughly checked to ensure suitability.
4. Final selection: [number of] selected articles meeting all criteria and included in the analysis.

PRISMA flow charts will be included to more clearly illustrate the literature screening process, showing the number of articles generated, screened, and selected at each stage.

2.3 Data Extraction and Analysis

The method for collecting data from selected articles was carried out using a standardized data collection form. Extracted information includes:

- Title and year of publication.

- Methodology used (e.g., quantitative, qualitative, or mixed).
- Description of personalized mental health support strategies.
- Sample size and characteristics.
- The main findings relate to the impact on employee resilience and organizational loyalty.

Once the data is extracted, analysis is performed to evaluate and compare the results of the different studies. Analysis techniques used includes:

- Thematic analysis: Identifying common themes and patterns emerging from research results to understand the factors that influence the effectiveness of mental health support strategies.
- Meta-analysis (if possible): Calculate effect sizes to assess the strength of the relationship between mental health support strategies and desired outcomes, such as employee resilience and loyalty.

The results of this analysis will be presented in the form of tables and narratives that facilitate understanding of the relationship between personalized mental health support and its impact on employees and organizations. Through this approach, the review aims to provide in-depth insight into the importance of personalized mental health support in the work context and its implications for human resource management practices.

3. Results

3.1 Overview of Selected Studies

This section provides a summary of the characteristics of the studies that were selected for analysis. Of the total 12 articles selected, there are several main features that stand out. First, in terms of study design, the majority of studies use quantitative approaches, such as surveys and experiments, which allow direct measurement of the impact of mental health support strategies. Some other studies adopted qualitative approaches, such as in-depth interviews and focus group analysis, which provide in-depth insight into individuals' experiences of mental health support. Second, the samples used in these studies were quite diverse, with several sample sizes of respondents. The majority of research focuses on employees from the sector large organizations, small businesses, as well as the non-profit sector. In addition, demographic characteristics such as age, gender, and educational background were also recorded, in order to evaluate diversity in the sample used.

Furthermore, in terms of context, this research covers various industries such as health, information technology, and education. Several studies have also explored the impact of mental health support strategies in remote and hybrid work contexts, which have become increasingly relevant in the post-pandemic era. With these variations, analyzes can be more comprehensive, considering how context factors and research design influence the effectiveness of mental health support strategies in the workplace.

3.2 Key Findings

Key findings from the selected studies indicate a positive impact of personalized mental health support strategies on employee resilience. Here are some important points:

- **Impact on Employee Resilience**

Many studies show that personalized support strategies, such as counseling programs, mental resilience training, and access to digital resources, contribute significantly to increasing employee resilience. Employees who receive support tailored to their individual needs demonstrate an increased ability to deal with stress and challenges, and have a positive outlook on the future.

- **The Relationship between Employee Resilience and Organizational Loyalty**

The analysis shows that there is a strong relationship between the level of employee resilience and their loyalty to the organization. Employees who feel supported in aspects of

their mental health tend to be more emotionally attached to their company, which has a positive impact on their intention to stay and contribute optimally.

- **Qualitative Evidence**

From qualitative research, participants reported increased job satisfaction and motivation after receiving personalized mental health support, which led to reduced turnover and absenteeism rates.

3.3 Themes and Patterns

Through analysis of the data obtained, several themes and patterns emerged that indicate factors influencing the effectiveness of mental health support strategies:

- **Customization and Flexibility**

One of the dominant themes is the importance of customization in support approaches. Employees experience greater benefits when the support provided matches their needs and preferences. Flexibility in support offerings—such as the choice between in-person or virtual counseling—also increases employee engagement.

- **Education and Awareness**

Another theme that emerged was the importance of education about mental health. Many studies note that educational programs that raise awareness about mental health and the stigma surrounding it can help create a more inclusive and supportive work culture.

- **Managerial Support**

Support from managers and organizational leaders was also identified as an important factor. When managers are actively involved in promoting and supporting mental health initiatives, employees feel more motivated to use available resources.

- **Connectedness and Community**

Employees report that social support from peers and a collaborative work environment contribute to increased mental resilience. Programs that promote social interaction, such as group discussions or team activities, have proven to be effective in creating a sense of belonging among employees.

By identifying these themes, this research not only provides insight into the effectiveness of personalized mental health support strategies, but also helps formulate recommendations for better human resource management practices in supporting employee well-being.

4. Discussion

4.1 Interpretation of Results

This systematic review of the literature shows that personalized mental health support strategies significantly increase employee resilience as well as organizational loyalty. These findings are in line with previous research showing that individually tailored mental health support can substantially improve employee well-being. As evidenced by Hughes and Fairley (2020), interventions tailored to employees' specific needs are highly effective in creating a work environment that is supportive and responsive to individual needs. In contrast, the results of this review contradict the literature supporting a uniform (one-size-fits-all) approach, which is often considered less effective. Smith and Parsley (2022) highlight that generic mental health strategies fail to address the unique challenges employees face, so their potential benefits are limited. These differences in views highlight the need for a more in-depth and personalized approach to mental health support in the workplace.

The application of personalization in Employee Assistance Programs (EAP) and other proactive strategies plays an important role. EAP is designed to get employees involved in the decision-making process regarding their mental health support, thereby increasing their engagement and satisfaction with the services provided (Hughes & Fairley, 2020). Hughes and Fairley also show how EAPs can effectively respond to a variety of employee mental health

needs, especially in crisis situations such as the COVID-19 pandemic. This inclusive approach not only increases employee resilience but also strengthens their sense of loyalty to the organization.

The practical implications of these findings are very important for human resource management (HRM). By implementing personalized support strategies, HR managers can create a healthier and more productive work environment. Research shows that organizations that prioritize employee well-being through tailored interventions experience reduced levels of employee absenteeism and turnover (Smidt et al., 2021). For example, Loh et al. (2020) found that effective EAP contributes to improved organizational outcomes by addressing personal issues that may hinder employee performance. Furthermore, the integration of mental health support into the work culture is critical to maintaining employee engagement and productivity (Nie, 2024). Overall, existing evidence strongly supports the idea that personalized mental health support strategies are critical to increasing employee resilience and organizational loyalty. Organizations that adopt a more inclusive and responsive approach to employee needs not only improve individual well-being but also achieve better organizational outcomes.

4.2 Implications for Practice

Recommendations for best practices in integrating personalized mental health support strategies in the workplace include several strategic steps:

1. **Implementation of Assessment Tools:** Organizations need to use assessment tools to identify employee needs and preferences regarding mental health support. This assessment can be carried out periodically to ensure the relevance of the program offered.
2. **Manager Training:** Training for managers about the importance of mental health and ways to support employees can help create a culture that is more sensitive to mental health. Managers should be trained to recognize signs of stress and the support their teams need.
3. **Diversify Program Offerings:** Provide a variety of program options, from individual counseling to mindfulness training to support groups, so employees can choose what best suits their needs.
4. **Creation of a Supportive Work Environment:** Establish policies that support work-life balance and provide time for employees to participate in activities that improve mental health, such as sports activities or relaxation sessions.
5. **Program Measurement and Evaluation:** Implement a measurement system to evaluate the effectiveness of implemented support strategies, so that the organization can make necessary adjustments and ensure that the program is meeting its intended goals.

4.3 Limitations of the Review

While this study provides valuable insights, there are several limitations that need to be noted:

- **Literature Limitations:** There are likely limitations in the amount of literature available, particularly that focused on personalized mental health support strategies. Some relevant studies may not be indexed in the databases used or may only appear after the review process has begun.
- **Methods Used:** This systematic literature review relies on data available in academic publications, which may not fully reflect actual practice in the field. Further research involving field studies and in-depth interviews with employees and managers could provide a more holistic understanding of the influence of support strategies.
- **Context Variability:** The results found may not be completely generalizable to all organizational contexts. Variables such as industry, company size, and organizational culture can influence the effectiveness of mental health support strategies.

4.4 Future Research Directions

Further research can develop several aspects that have not been covered in this review:

1. Longitudinal Study: Conduct a longitudinal study to evaluate the long-term impact of personalized mental health support strategies on employee resilience and loyalty.
2. Qualitative Research: Involves deeper qualitative research to understand employees' personal experiences related to the mental health support they receive and how this impacts their wellbeing.
3. Comparative Analysis: Conduct comparative analysis between different industry sectors to explore how different contexts influence the success of mental health support strategies.
4. Technology Integration: Examining how technology, such as mental health apps and telemedicine platforms, can be used to increase access and effectiveness of personalized mental health support strategies.
5. Cultural Impact: Examines the impact of organizational culture on the acceptability and success of mental health support strategies, as well as how multinational companies can adapt their approaches to diverse work cultures.

With this deeper research direction, we can further explore the impact of personalized mental health support, as well as create a more robust framework to help organizations improve the well-being and loyalty of their employees.

5. Conclusion

5.1 Summary of Findings

This study has conducted a systematic review of the existing literature on personalized mental health support strategies in the workplace and their impact on employee resilience and organizational loyalty. From the analysis carried out, several key findings were found:

1. Positive Impact of Personalized Strategies: Mental health support strategies tailored to individual needs have proven effective in increasing employee resilience. Employees who feel personally supported are better able to overcome stress and challenges in the work environment.
2. Relationship Between Resilience and Loyalty: There is a significant relationship between high employee resilience and loyalty towards the organization. Employees who feel supported tend to be more loyal and engaged in their work, which in turn leads to higher productivity and reduced turnover.
3. Factors Affecting Effectiveness: Several factors, such as organizational culture, manager involvement, and accessibility of support programs, play an important role in determining the effectiveness of mental health support strategies.
4. Best Practices for Implementation: This research also identifies best practices that organizations can implement to integrate personalized mental health support strategies, including the use of assessment tools, training for managers, and measuring program success.

Overall, these findings emphasize that an individual-focused approach to mental health support is not only important for employee well-being, but also greatly contributes to organizational sustainability and performance.

5.2 Final Thoughts

The conclusion of this review highlights the importance of personalized mental health support strategies in the modern workplace context. In an increasingly complex and stressful world, employee mental health has become an inevitable issue for organizational success. Personalized support not only helps employees in facing their personal and professional

challenges but also increases their sense of belonging and loyalty to the organization. As a further step, HR management in various organizations is expected to be more active in implementing innovative and responsive mental health support strategies. By creating a supportive work environment, organizations will not only reap benefits in terms of employee productivity and engagement, but can also build a reputation as an employer that cares about employee well-being. Finally, this research invites researchers and practitioners to continue to explore and develop new approaches that can improve mental health support strategies in the workplace, making them an integral component of effective human resource management policies and practices.

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